

# Sales Management

THE MAGAZINE OF MARKETING

Selling Gets Ready to Junk . . .

# THOSE HARD-TO- SWALLOW AD CLAIMS!

Also in this issue . . .

Tomorrow's  
Voracious Automated Consumer

---

Japan Sharpens Its Threat  
With U.S. Sales Techniques



## EQUIPPED TO EXPLORE THE DEPTHS

The salesman who dives into the market with complete knowledge and appreciation for the features, benefits, and history of the product he is selling is definitely the one with the advantage. Without this thorough understanding, today's salesman would have difficulty doing much more than simply skimming the surface of his territory's real sales and profit potential.

That's why so many successful companies across the country

train their men and equip them with the necessary product understanding for true depth selling. We're in business to help you do it.

If you've seen our work you are aware of the emphasis that Jam Handy places on vivid eye and ear appeal. If you aren't familiar with our facilities and experience, we'd appreciate the opportunity to show you how we are equipped to help effectively develop your next sales or training program.

*The JAM HANDY Organization*

NOTHING SELLS PRODUCTS AND IDEAS LIKE IDEAS

MOTION PICTURES • DRAMATIZATIONS • PRESENTATIONS • VISUALIZATIONS • SLIDEFILMS • TRAINING ASSISTANCE

CALL NEW YORK, Judson 2-4660 HOLLYWOOD, Hollywood 3-2321 DETROIT, Trinity 5-2450 DAYTON, ENterprise 6289 PITTSBURGH, ZEnith 0143 CHICAGO, SToke 2-6757

# the slipsheet

For issue of May 6, 1960

an informal "f.y.i." before you read the issue

As each issue of Sales Management comes off the press, Managing Editor Bob Nicholson circulates to staffers a hard-fisted memo called, appropriately, "Afterthoughts." It's pretty much a frank appraisal of staff genius--or lack of it--in handling the printed word.

Hot on the heels of the April 15 issue, "Afterthoughts" had this to say about the Dynamarketer feature:

"Jeno Paulucci of Chun King is one of the best in the series. Photo is great. Paulucci looks like a dynamarketer striding out to dynamarket. This feature, especially this time, points up an important characteristic of many of our articles: They do not deal with just one phase of marketing necessarily. This piece," said 'Afterthoughts,' "could be classified under:

Leadership	Sales Organization	National Marketing
Mail Promotion	Sales Management	Test Marketing
Sales Promotion	Marketing Strategy	Packaging
Corporate Profile	Budgeting	Product Introduction
Advertising	Planning	Executive Travel
Diversification	Regional Marketing	Sales Meetings
Profit Sharing	Media	Use of Agencies....."

The "Afterthoughts" excerpt may help crystallize, for those interested, the scope and range of Sales Management and therefore, the subscriber.

We urge you to test us.

Turn to the contents page and scan the subject-matter classification headings--Advertising, Forecasts, Packaging, Leadership, etc. And by all means sample a few of the articles whose headlines arouse your interest--even though you, yourself, may not be a sales executive.

Get the "feel" of the magazine and its content.

You are almost certain to appreciate more the pressures, decisions and responsibilities facing today's corporate sales executive--and his sales-minded colleagues.

\* \* \* \*

If you didn't happen to see our 1959 annual report & progress summary, page 99 of this issue carries some of the report's highspots. For a copy of the 16-page report itself, write us. We'll be happy to oblige.

# # # #

## Sales Management

THE MAGAZINE OF MARKETING

630 THIRD AVENUE • NEW YORK 17, NEW YORK

YUKON 6-4800

"the slipsheet" is included only in complimentary copies.

The Publishers





**You're in  
...in Indiana  
with the STAR  
and the NEWS**

When your advertising is *in* the Star and the News,  
your products are *in* the stores and the homes of  
this \$3.8 billion, 45-county market.



The proof is in the food advertising figures  
for 1959. 72.18% of retail—81.79% of general  
food lineage was placed in this morning  
and evening newspaper combination!

***The Indianapolis Star***  
Morning & Sunday  
***The Indianapolis News***  
Evening

KELLY-SMITH COMPANY NATIONAL REPRESENTATIVES

Sales Management May 6, 1960 1

# Depth

## IN INDUSTRY PROGRAMS

a measure of  
the publication you  
need to *SELL* the

**PLUMBING-  
HEATING-  
COOLING  
INDUSTRY...**

What earns a business publication the reputation "first in its field"? What's the connection with your advertising? One answer: strong, well-directed effort in behalf of its industry plus outstanding response from your best prospects!

One publication in this field is consistently first, creating industry action where most needed. Domestic Engineering's 40-man, \$30,000 Bay City Survey is just one example of award winning DE industry programs. The fantastic modernization potential uncovered by the Survey revolutionized the industry's approach to profits. The "how to do it" follow up in DE's National "BIG PUSH" Modernization Sales Contest produced more than 20,000 examples of merchandising and management methods in elaborate contractor entries!

Connection with your advertising? DE's programs seize the imaginations of your best customers-prospects. They pay to read DE, act when it's time for action! If you want real, live readership of your ads by the contractors most likely to buy your products, your ads belong *first* in Domestic Engineering in the p-h-c field.

CONSULT YOUR ADVERTISING AGENCY

**DOMESTIC  
ENGINEERING**

And the Journal of Mechanical Contracting



1801 PRAIRIE AVE., CHICAGO 16, ILLINOIS

# Sales Management

THE MAGAZINE OF MARKETING

May 6, 1960

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### Survey of Buying Power July 10 This Year

Because of delays in the release of revised figures on 1958 retail sales by the Bureau of the Census, vital to us as a benchmark for projecting 1959 retail sales by states, counties, cities and Metropolitan Areas, the Survey of Buying Power release date has been moved up from the usual May 10 to July 10.

This year the Survey of Buying Power, dated July 10, will carry for the United States and Canada, population estimates as of January 1, 1960, and estimates for the year 1959 on net Effective Buying Income and retail sales, plus cash farm income figures for leading agricultural counties in the U.S.

The Editors  
Sales Management

Executive Offices: 630 Third Ave., New York 17, N. Y. YUKON 6-4800

## HIGHLIGHTS

### HALITOSIS RUNS ITS COURSE

Double-talk, scare, and a lot of "social ostracisers" are showing signs of disappearing from the advertising scene, replaced by factual, honest comparison ads, that sell. Trend, led by auto makers, is showing up in many industries.

Page 33

### NOT BY PRICE ALONE . . .

. . . but by knowledgeable, well planned marketing operations, Japanese exports are politely carving out big hunks of American markets. Here's how and where they're cutting in—and what they're likely to hit next.

Page 40

### EDUCATED GUESSES FROM THE FIELD

Who knows better than the salesman himself what's coming up in customer demands? No one, decided Controls Co. of America—then came within 2% of matching one-year sales forecast based on this reasoning.

Page 51

### MARKETING AMBASSADORS

They're called ambassadors because their function is less selling than coordinating, but in the long run Pepsi-Cola's "district managers" play a big part in sales—by showing the company's bottlers how to market.

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It's put up! It's kept up!  
The famous  
**TUCK-UP Calendar**



make  
a date  
with  
1961

See "America's finest calendar"

If you're looking for the one calendar that is as sure to be kept up as to be put up . . . if you're seeking a builder of good will that will work tellingly for you every day of the year . . . if you'd give your eyeteeth for something new and important to help build your corporate image, this provedly popular and patented Tuck-Up Calendar is, believe us, it. A classic of typographic design and plastic-hinged ingenuity, it enables each month to be tucked easily and quickly away. Never a day or a month need be torn off or destroyed.

Thousands of Tuck-Up Calendars are in use today in thousands of private offices and homes. Those who distribute them once do so again and again, for those who use them will settle annually for no other kind. And the praise! "America's finest calendar." . . . "The most functional calendar ever designed." . . . "The Cadillac of Calendars." . . . "The only advertising calendar I've ever hung in my office."

The Tuck-Up Calendar isn't a cheap gimmick. You can find plenty of advertising calendars that cost much less. But you'll find no others so popular, so useful, so sure-fire in giving you your money's worth. Crisply printed on sturdy bristol and precisely bound, the Tuck-Up Calendar has proved and asserted itself for more than 20 years.

### Free TUCK-UP Sample

Make a date—have your secretary write for a Tuck-Up. All we ask is that she use your company letterhead. With your complimentary calendar will come all the details you'll need to place your order, plus a special discount if you'll do your shopping early for 1961.



### SCHNEIDERREITH & SONS

Printing of Character since 1849  
206 S. Sharp St., Baltimore 1, Md.

# ABC PREFERRED

by  
PUBLIC SCHOOL  
ADMINISTRATORS

### *Because*

of its mature approach to all facets of public schools' day-to-day needs.

### *Because*

it provides a realistic appraisal of the changing educational scene.

American School Board Journal delivers the important readership of people who make the buying decisions for public schools . . . school board members, superintendents, and school business officials.

It is the most wanted publication in the field (44% greater ABC paid circulation than the next ABC book . . . plus an unequalled 89.3% renewal rate).

### Send For Information On Coverage And Readership



the  
**AMERICAN  
SCHOOL BOARD  
JOURNAL**

400 North Broadway  
Milwaukee 1, Wisconsin

# Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

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U. S. and Canada \$10 a year • Foreign \$15

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Audit  
Bureau  
of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

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*Industrial buyers, purchasing agents, design and development engineers, executives, production and plant operating men, etc. find sources of supply for materials, parts, components, machines etc. within the 4 volume, 10,599 page Thomas Register.*

*Because Thomas Register blankets industry (constantly used by buyers representing over 80% of the total industrial purchasing power in the United States) you get*

•  
•  
•



# Responsive Buying



thru direct inquiry response to  
TR product descriptive advertising

Thomas Register field representatives and editorial list specialists are now in the process of checking and revising the product listings for over 100,000 individual manufacturers.

If you have added new products to your line, changed specifications, etc. contact your local representative or write today to the New York office—

**THOMAS REGISTER**

461 EIGHTH AVENUE      NEW YORK 1, N. Y.  
Oxford 5-0500



Also PUBLISHERS OF INDUSTRIAL EQUIPMENT NEWS...The "What's New" Monthly



**Never promise more than you can perform**

—PUBLILIUS SYRUS

YOUNG & RUBICAM, Advertising

# -SM NOTES FROM THE EDITOR'S SIDE POCKET

## Go Away from My Door!

I'm a great clipper-outer and note-taker. As I read a paper or magazine I tear out items which I think deserve more thought, or I'll make notes from speeches I hear, or luncheon chitchat, or I'll have a sudden inspiration but at the moment have no time except to write myself a brief reminder. They go into my left-hand coat pocket. Some call for action. Others are challenges - what can I or should I do about them? Sometimes one will get dog-eared from being shifted from one suit to another and I'll finally ask myself, "Why in hell did I save that?"

One such note deals with a recent survey among executives made by Dun's Review & Modern Industry. It reveals that they get the most work - and the best work - done when they are alone, and without danger of interruption. This seems to run contrary to the advocates of "group think" and "executive open door," but the magazine concludes that it makes little sense to compel an executive to spend three-quarters of his time in the company of others when his productive capacity is greatest when he is alone.

Ways out of the dilemma include spending a day a week at home (if home can be made a quiet place to work); encouraging executives to set aside certain hours each day for a "planning period" even if this means cutting off telephone and inter-com calls; leasing by the company of an apartment or hotel suite to which harassed executives can retire for a few hours of concentration.

Good ideas and sound policy decisions do come from conferences; but who among us doesn't find that the really big problem is to find the time for concentrating on carrying out those ideas and decisions - to say nothing of brilliant new ideas that germinate only in seclusion. . . . Count me out of any Wednesday meetings after this.

## In Defense of Gadgets

I think somebody ought to stand up and defend "gadgets." Former Secretary of Defense Robert A. Lovett says we are wasting resources on unnecessary frills while

other more urgent needs of our society go unmet. To illustrate his point, he points to a small electric tool that stirs mixed drinks, doing a job that can be more simply done by one's fingers, a spoon or a swizzle stick. He thinks the materials and the manpower used for gadgets should be applied to more missiles, roads, schools, hospitals and the like.

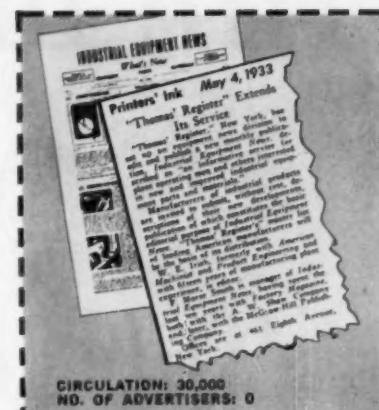
Why must it be one and not the other? Granted a need for such public consumption items, why can't we have both? There's no scarcity of labor. Some 4 million are unemployed. There's no shortage of materials. Raw material prices have been slumping as a result of the inexorable law of supply and demand, and the Government's stockpiles are bursting their seams with supplies of strategic metals.

Gadgets eat up these raw products, of which we have a glut. Gadgets seldom achieve huge mass-production savings, and their labor costs, as a percentage of the whole, are extremely high in comparison with those of staple items. So why not gadgets - more and more of them, as many as the public will buy? For they reduce unemployment rolls, use up surplus materials, and create taxable income to pay for public improvements.

## The Bread Comes Back Buttered

My hat is always off to the sales manager who is fast on the draw. Recently I had occasion to write a thank-you note, typed on a manual typewriter, to B. M. Stevens, sales manager of IBM's Electric Typewriter Division, in appreciation of his cooperation on a survey we were making.

Several days later a Mr. Keegan of IBM called for an appointment. The first thing he did after the introduction was to hand me a sheet of paper on which was reproduced, but on an IBM Executive model, my note to his boss. Next he handed me my original letter - to make sure that I appreciated the difference in quality. Down at the bottom of my letter Mr. Stevens had penciled, "Send this to proper N. Y. office with the suggestion they sell this man a good electric typewriter." The result? . . . The



CIRCULATION: 30,000  
NO. OF ADVERTISERS: 0

the originator

# 1933

IN 1933...FDR took office, the Giants took the World's Series and men in industry took notice of a new kind of magazine: one that offered them detailed information on problem-solving products, both new and established. Its name: *Industrial Equipment News*.



CIRCULATION: 77,017  
NO. OF ADVERTISERS:  
OVER 700 every month

# 1960

-and still the innovator!

TODAY...IKE is in office, Explorer VI is in orbit and industry executives in the know still look to IEN for the facts on new products and product information. Today, Industrial Equipment News is the buying guide to better than 77,000 key men in 452 of the nation's major industries. What better place to tell them about your product? For full details, send for our Data File.



Industrial Equipment News  
461 Eighth Avenue, New York 1, N. Y.  
...Affiliated with Thomas Register

# THE BLADE



1st in Ohio  
in total  
grocery lineage

(for sixth consecutive year)

8th in  
the nation in total  
grocery lineage

**TOLEDO** ...*a great market with an  
effective buying income of \$7,233 per family*

Not only does this effective buying income place Toledo second among all Standard Metropolitan Areas in the entire state of Ohio, but it is 11.5% greater than the national average. Clearly Toledo is a city on the move! Fortunately The Blade provides an intensive coverage of its market that is matched by few newspapers in the nation.



## THE BLADE

*One of America's Great Newspapers*

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

copy for this column was typed on an IBM electric machine.

### The Importance of Being Second

Just prior to last month's newspaper convention, Edward Bernays, New York public relations counsel, asked newspaper publishers to list the ten newspapers that best live up to the ideals set forth by Joseph Pulitzer, Adolph S. Ochs and Thomas Gibson. The 311 respondents voted The New York Times first, 91.31%, and the St. Louis Post-Dispatch second, 70.41%. . . . The latter paper bought full-page space to trumpet, "Ranked Second Among the Ten Great Newspapers."

Even though everyone knows there's only one seat at the top, few executives in any business have the wisdom to promote a second spot ranking. When they do, the effort usually pays off, if for no other reason than that it's refreshing change of pace from the usual claims of biggest or best.

It reminds me of a story told by the late Tom Beck when he was head of the Crowell-Collier Publishing Co. Seems that when he was selling soap for Procter & Gamble, and had reached a \$5,000 salary level at the age of 25, he decided that he needed some sort of a badge to prove he had become a success. Back in the early 1900's that could mean only one thing—a really fine automobile.

So he set out on a tour of automobile row on upper Broadway. At that time there was a wide choice of expensive cars: Locomobile, Pierce-Arrow, Franklin, Duesenberg, Apperson, Leland, Stutz, Marmon, Cadillac and others.

He would go into a showroom, let the attendant give him all the talking points on the car he was selling, accept a demonstration ride—and then, when the salesman got out the order blank, Beck would say, "This is my first purchase of a car, and I can't afford to make a mistake, and so I am going to look at some other makes before I decide. Now obviously you think your car is the best car or you wouldn't be selling it, but tell me, what would you say is second best?"

The answer, according to Beck, was that in one showroom Cadillac quite naturally was the best car, while in a dozen others it was named as the second best.

Naturally he bought a Cadillac. There's a moral there. It pays to

have understanding and respect among the salesmen of your competitors.

### Over-Worked Sales Executives Arise!

Mr. "Average Worker" toiled 3,330 hours back in 1870 but will put in less than half as many by 1970—only 1,650 hours to be exact. This projection is one of many for the sixties made by Research Institute of America. Others include a 48% increase in the number of young people aged 15 to 24, well over double the rate of gain for the total population; a doubling of the Pacific Coast states population in 1970 over 1950; continued shrinkage of the farm population (by another 18% in the decade) but soaring income and living standards for the remaining farmers. Prediction by SM: To keep up to date on all the changes, sales executives will work more than half again as many hours as the 35 put in by the "average worker" to whom they sell.

### No Summer Slump Here

Perhaps we shouldn't publicly tip our hand to our competitors, but here goes: Sales Management's advertising salesmen are going to stay on the job in June, July and August.

We believe—as we have proclaimed editorially time after time, and particularly in the single-subject January 1, 1960 issue, "Beat the Summer Sales Slump"—that the summer fall-off in incoming business is quite unnecessary; that it is brought about largely because of a defeatist attitude; that it can be a harvest time for salesmen who are aggressively on the job, because, among other reasons, they have the field pretty much to themselves.

So Sales Management is happily taking the medicine which it recommends to its subscribers. Vacations are being taken earlier this year, or later, but summer is to be a concentrated sales push for fall and 1961 business. Some of you subscribers are also advertisers in our magazine, or good prospects. You'll be seeing one of our men in the next three months—and probably several times if you don't sign up on the first visit!

Phil Salisbury

## How to win friends and influence sales



*Profit by  
**HAMMOND**  
premiums—their  
proven success is  
your guarantee . . .*

Television sets, tires, cereals, candy bars --- Hammond premiums have helped sell them all! Popular Hammond products are excellent for inexpensive giveaways, traffic builders or self-liquidators. The Classic World Atlas and convertible globe are only two examples of prestige items that succeed as salesman and dealer incentives.

For complete information about Hammond's wide variety of in-stock premiums, or a Sales-BUILDER Plan designed specifically to fit your needs, write J. T. McManus, Manager, Sales Promotion Div.



**C. S. Hammond & Company**  
Maplewood 7, New Jersey

# Sports Afield

*proudly presents*

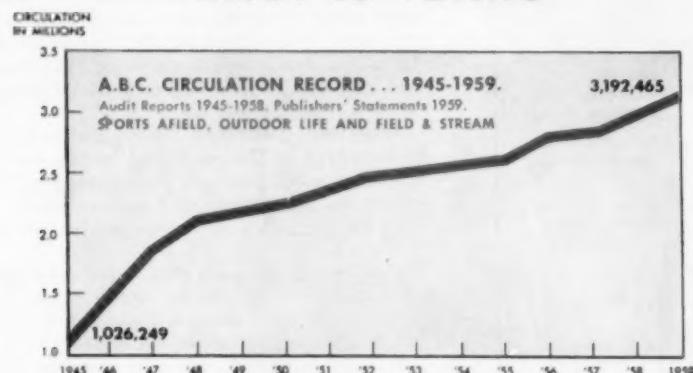
A 15 YEAR RECORD OF  
THREE STRONG MAGAZINES  
IN THE LEISURE-TIME  
GROWTH FIELD



COMBINED CIRCULATION  
NOW OVER 3,200,000

# UP 211%

**THE LARGEST GAIN IN ANY  
MAGAZINE FIELD IN THE  
LAST 15 YEARS**



Now over 3,200,000 Select Prospects—At Lowest Cost!

The massive growth of the \$40 billion leisure-time market has nowhere shown itself more powerful than in the 3 great Sportsmen's magazines. And in no other media does your advertising work so effectively and cost so little.

The more than 3 million readers of these magazines are active sportsmen — *known spenders* — who play harder, replace oftener and spend easier . . . not only for everything connected with active outdoor living but for everyday needs as well.

*Your salesmen call on their best prospects first. Why not your advertising? Why waste advertising "calls" in expensive, scatter-shot multimillion general media? Sell your best prospects first at the lowest possible unit cost in the Sportsmen's Group . . . the magazine field of greatest growth and selling power!*

## Sports Afield

A HEARST KEY MAGAZINE • 950 EIGHTH AVENUE • NEW YORK 19, N.Y.

There's no need to explain your decision

HOSPITALS  
delivers  
verified  
leadership

The lead is  
**18%**

in Average  
Total Paid  
Circulation  
over journal  
No. 2

and 30%  
over journal No. 3

HOSPITALS, J.A.H.A.\* 19,102  
Journal No. 2\* 16,152  
Journal No. 3\* 14,673

\*Source: ABC Publishers Statement  
for 6 months ending 12/31/59.

The lead is  
**26%**

in U.S.  
Circulation,  
your primary  
market, over  
journal  
No. 2

and 34%  
over  
journal  
No. 3

HOSPITALS, J.A.H.A.\* 17,620  
Journal No. 2\* 13,963  
Journal No. 3\* 13,140

\*Source: ABC Publishers Statement  
for 6 months ending 12/31/59.

The lead is  
**46%**

over journal  
No. 2 in  
Editorial Pages  
Covering  
Developments in  
the Hospital  
Field

and 64%  
over journal No. 3

HOSPITALS, J.A.H.A.\* 1,469 pages  
Journal No. 2\* 999 pages  
Journal No. 3\* 829 pages

Source: Count of editorial  
pages published during 1959.

HOSPITALS,  
Journal of the  
American Hospital Association  
840 North Lake Shore Drive  
Chicago 11, Illinois

Please send Comparative Report  
on Hospital Publications

Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_

Principal Product \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

## CORPORATE CLOSE-UP



### Sylvania Color-Codes Lamp Pack; Seeks Brighter Chain Store Sales

Merchandising a staple product is like helping a plain girl to find a husband. Both are commodities that have to stand in the traffic. Some added attraction and a bit of color in the right places help in each case. With something like this in mind, Sylvania Electric Products, Inc., has launched a new merchandising program for incandescent lamps, based on a new color-coded packaging system.

"The new 'Twin-Pack,' containing two light bulbs, represents a breakthrough in the packaging barrier for light bulbs," says Herm Schreiner, retail products sales manager. "Until now, the industry has used a flimsy corrugated carton that does not take printing well, does nothing to help sell bulbs, and is unsafe—but, it is cheap."

The Twin-Pack uses a chip board outer sleeve over the corrugated carton, and a firm divider which gives the entire package more rigidity. The outer sleeve is die-cut at each end to expose the lamp, and is attractively color-coded and imprinted to show the wattage. Twenty-five-watt bulbs are color-coded in brown, 40-watt, in orange; 60-watt, in green; 75-watt, in blue; and 100-watt, in red. The shipping carton is also color-coded for ease in handling.

Sylvania's new lamp merchandising program was designed specifically for the larger super markets. Super markets sell about 70% of all incandescent lamps for the residential market. Since the company's share of this market has been about 20%, any thought of a larger cut had to be aimed at the super markets. "And, we're getting very enthusiastic response to this new program at trade shows and chain super market headquarters," says Schreiner.

Light bulbs are not, traditionally, a big impulse item. Still, they do provide one of the highest sources of profit per square-foot for the store. It was clear to Sylvania that any method of improving turnover of a high-profit line, plus a big asset to store housekeeping, handling and stocking, would stir keen interest among store operators.

On the consumer end, the company interviewed 24,000 housewives throughout the country. These interviews confirmed Sylvania's own evaluation—that light bulbs needed to be merchandised on a more attractive basis than had been the case. As a result, a special premium—a home storage rack for spares—will aid multiple sales.

But Sylvania realizes that most retail stores stock only one brand of light bulbs and that there is practically no brand loyalty among consumers. With chains, it is necessary to sell national or regional headquarters on the single brand that the chain will carry. While Sylvania does get some of this business (all of Food Fair and Penn Fruit and divisions of Kroger and Safeway), the company knows that it must do a better job of wooing chain business.

To support the basic appeal of the new campaign, the company is using what it terms "strata selling." This, in turn, will be supported by advertising in magazines and papers serving the grocery industry.

Strata selling is selling in depth to reach the man who can reverse a "no" at one level into a "yes." "But most important," says Schreiner, "strata selling permits us to match the prospect with a man of equal status, a division head or vice president. At the salesman-buyer level, no one is compromised."

HOSPITALS, Journal of the American Hospital Association—840 North Lake Shore Drive—Chicago 11, Illinois

#10 perils  
of an advertising  
decision maker



### **HE SUCCUMBED TO A BAD CASE OF ASTRONOMICAL DIGITITIS**

Poor fellow. Shows all the symptoms, too: Judgment blurred by circulation claims... inflated numbers mistaken for customers... paid for a lot of readers he could never sell. But he'll recover; his own good sense will prescribe Special Interest Magazines from now on. And resultant sales will build up his resistance to inflated circulation claims.

### **HEARST magazines**

 13 keys to the special interests of 13 groups of people • • • American Druggist  
Bride & Home • Cosmopolitan • Good Housekeeping • Harper's Bazaar • House Beautiful • Motor Boating  
Motor • New Medical Materia • Popular Mechanics • Science Digest • Sports Afield • Town & Country

# LOOK MAGAZINE

the plan that launched 1,500  
zone markets. Insertions gua

**MAGAZONE SELLS WHATEVER YOU SELL  
...WHEREVER YOU SELL IT**



The LOOK Magazone Plan provides advertisers with 8 marketing zones for use individually or in *any* combination. In the half year since Magazone was introduced, hundreds of advertisers have adopted it to solve regional selling problems, ordering over 1,500 zone insertions to date.

The 8 Magazones, corresponding to sales-tested marketing areas, are available *without red tape*. Just pick your advertising target and place your order. No need to get other advertisers to buy re-

maining zones . . . no "if-and-when" problems. Insertion is guaranteed.

Magazone's flexibility will solve your most complex regional and seasonal problems . . . simplify product-testing and introduction . . . beef up point-of-sale merchandising by making possible area-by-area dealer listings. Now, through Magazone, you can match your message to *your* market with the impact, authority and prestige of one of America's great national showcase magazines.

**MATTRESSES IN  
NEW ENGLAND**



**SLUMBERLAND** makes mattresses primarily for distribution in New England. Its first advertising venture in a national medium was a full-page insertion in Zone 1 of LOOK's premier issue of Magazone. The ad produced the biggest sales in Slumberland history. A follow-up Magazone promotion this year boosted Slumberland sales 60 per cent over the same period of 1959.

**CALL YOUR LOOK OFFICE TODAY**

New York — Murray Hill 8-0300 • Chicago  
Detroit — Trinity 5-2786 • Cleveland — Ma  
Atlanta — Trinity 2-9017 • Dallas — Riversi

# zone ads--matched to specific anteed. No partners, no waiting!

## HOMES IN THE EAST



**MAIN LINE HOMES** is one of the largest producers of pre-cut, panelized homes in the East. Its Zone 2 advertisement last fall, according to Main Line, "exceeded our greatest expectations. We got 1,400 coupons the first week and over 5,000 to date. And these LOOK replies were of such high caliber that they led directly to \$500,000 in sales—in what is normally an off-season."

## APPLES IN THE SOUTH



**H. F. BYRD**, world's largest apple grower, placed a full-page, four-color ad in Zones 3 and 6 of LOOK's December 8, 1959, issue, to become the first company in its field ever to advertise in a major national magazine. Result: salesmen reported that increased dealer enthusiasm, in-store promotions and tie-in advertising led to substantial sales and entry into new markets.

## BATTERIES IN THE NORTHWEST



**GRANT** distributes its auto batteries mainly in the Northwest (Zones 5 and 8). Its first advertisement in a national medium (LOOK, Oct. 13, 1959) produced immediate results. Grant reports: "The increase in sales and the number of new jobbers and dealers obtained as a result of this advertisement must be regarded as a tribute to the local impact of LOOK and its Magazone Plan."

## LEADING PRODUCTS EVERYWHERE



**MANY NATIONAL NAMES** in advertising use the Magazone Plan to match specific messages to specific markets. For example: Alcoa (Aluminum Packaging) in Zones 2 & 7. General Electric (Air Conditioners) in Zones 3 & 6. General Motors (Frigidaire) in Zones 3, 4, 5 & 8. Goodrich (Tires) in Zones 1, 2, 3, 4, 5 & 8. Gulf Oil (Gasoline) in Zones 1, 2, 3, 4, 6 & 8. Kraft (Margarine) in Zones 3 & 6. Quaker Oats (Pie Crust) in Zones 1, 2, 3, & 4.

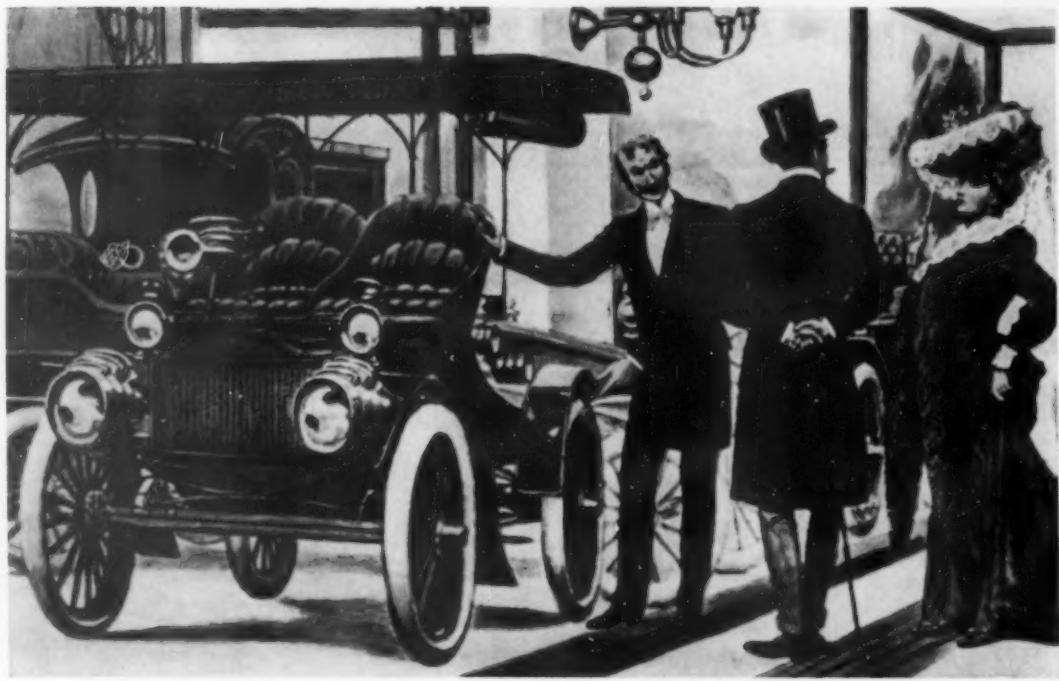
Central 6-8127 • Hartford — Chapel 6-5409 • Minneapolis — Federal 9-0371  
1-3698 • Pittsburgh — Express 1-3036 • Philadelphia — Market 7-2587  
8-7409 • Los Angeles — Webster 3-8191 • San Francisco — Garfield 1-4960.

# LOOK

People are the purpose  
People are the power

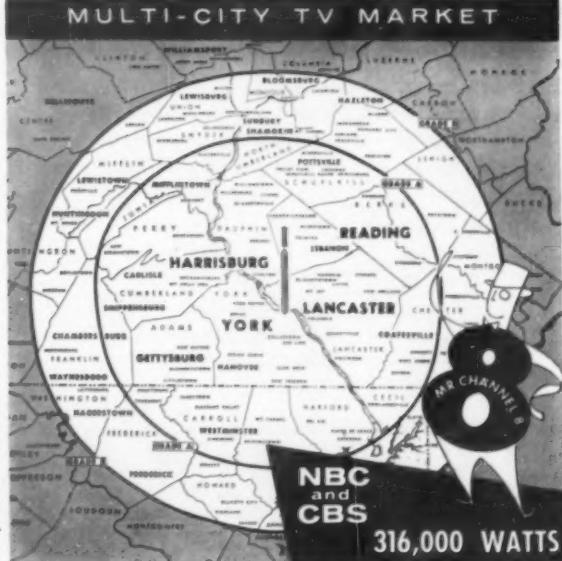
# WGAL-TV

the on-the-go market



THE BETTMANN ARCHIVE

**\$684,903,000** automotive sales  
*including filling stations, automotive supplies*



The people in this prosperous multi-city TV market are on the go, live better, spend better. This is truly a model-sales market. And, there's a dramatic reason for this: WGAL-TV delivers an audience which is greater than the combined audience of all other stations in its coverage area.

(See ARB or Nielsen surveys.)



STEINMAN STATION  
Clair McCollough, Pres.

Representative: The MEEKER Company, Inc. New York • Chicago • Los Angeles • San Francisco

## Is a New Economy Drive on the Way?

The first quarter of 1960 did not soar. The "Soaring Sixties" got off on the wrong foot. The reasons are not clear. But what is clear is that even the most unanimous and the most expert predictions can be off.

So, in spite of almost universal agreement as to the bright future of the rest of the year, the smart marketer realizes the importance of being prepared for any eventuality.

For example, a widespread cost-cutting drive that could very well begin to take hold shortly after the close of the second quarter.

Like any economy drive, it would have a twofold effect: to increase sales resistance and, within the marketer's own company, to depress sales, advertising and promotion budgets at a time when they most need expansion.

Here is why it might happen:

For the first time since 1955, the average percent margin on sales took an upturn last year. At year's end, the average net profit stood at 6% of sales, according to the First National City Bank of New York. This was up from 5.5% the year before, still under the 6.4% 1947-58 average. The recession-and-after economy wave paid off.

But early first-quarter returns seem to indicate that the profit squeeze is starting again. To what degree is not clear. But the end of the first half will tell the story more clearly. If, after only temporary respite in 1959, business finds profit margins shrinking again, it is not too much to expect the economy drive to be renewed with increased vigor.

Other factors strengthen this view.

Money is easing, but apparently just enough to

change the situation from one of strangulation to one of shortage. Most observers feel that the tightness will be felt for some time. Also, if consumer demand for credit picks up as expected (it was considerably below levels predicted for the first quarter), even less money will be available for business.

Chances are good that this will add weight to any reluctance to spend which might be created by an economy drive.

The second quarter will be good for marketing (SM, April 1, 1960, p. 33). Already, demand for credit and consumer goods is on the rise. All economic arrows point to the Soaring Sixties' beginning to move at last.

But how fast will it move? It will be good, yes, but isn't there every chance that the second quarter might still be a little bit on the disappointing side?

### **Second Quarter Will Tell**

If it is . . . and if profit margins continue to evaporate . . . and if money remains tight enough to exert a "buy later" influence, there is every possibility that some tough selling lies ahead. And chances are that the second quarter will be treated as something of a second chance for 1960. If so, the end of that quarter will be the decisive moment.

If business does embark on an economy binge, it will be particularly frustrating to the marketer because there is little tangible reason for it. New, more efficient equipment is definitely a cost-cutting move. Money, although "tight," will really be available in sufficient amount . . . consumer spending is expected to be quite high, although perhaps less hectic than in the mid-fifties. Thus, resistance, if it comes, will be the result of a largely unfounded cautious attitude — the result of con-

fusion between "eliminate waste" and "don't spend" sentiments.

Because attitude will be such a big factor, marketers will be able to take steps now to overcome increased objections to spending, should they arise. Lessons learned in the '58 recession will be applied.

#### 'Just in Case' Measures

Efforts in this direction will be strictly "just in case" measures — and, therefore, can't be too costly or time-consuming. But there are, nonetheless, things that can be done to get the jump on an economy drive. And even if it doesn't materialize, some of the conditional measures developed now might be worth implementing anyway.

For example, marketers will find it necessary to plan on a full summer of marketing activity. Important for its own sake, a decision to abandon traditional summer slump ideas is doubly important this year.\* If the second quarter is the key, the hour of decision will come right in the middle of summer.

A summer slump would only heighten pessimism, and the unprepared marketer might suddenly find himself thrust into a truly barren selling situation.

Marketers will also start now to trim the fat off their own operations, look for areas where budget cuts would do the least harm. Thus, if his own company suddenly becomes unusually budget-minded, the marketer could forestall sudden extreme slashes in all-important (but traditionally entirely too vulnerable) advertising and promotional funds.

Just in case, it might also be wise to speed up fall plans for expansion and hire the extra sales-

men, etc., now, before cash becomes more pinched than usual.

Marketers will also be prepared to shift selling tactics to better quiet the spending fears of the buyer. Those products which promise most in the way of savings, economy of use, will be emphasized. And greater selling stress will be put on the most economical features of such products.

Economy drive also sheds new light on market analyses. Efforts will be made to pinpoint those customers that are least likely to be affected by an economy drive and those that are most likely to have an interest in purchasing "economy" products.

Then selling schedules will be tentatively altered to put sales emphasis on the most likely candidates. Quotas, too, will be subject to changes in emphasis.

#### Good Leasing Climate

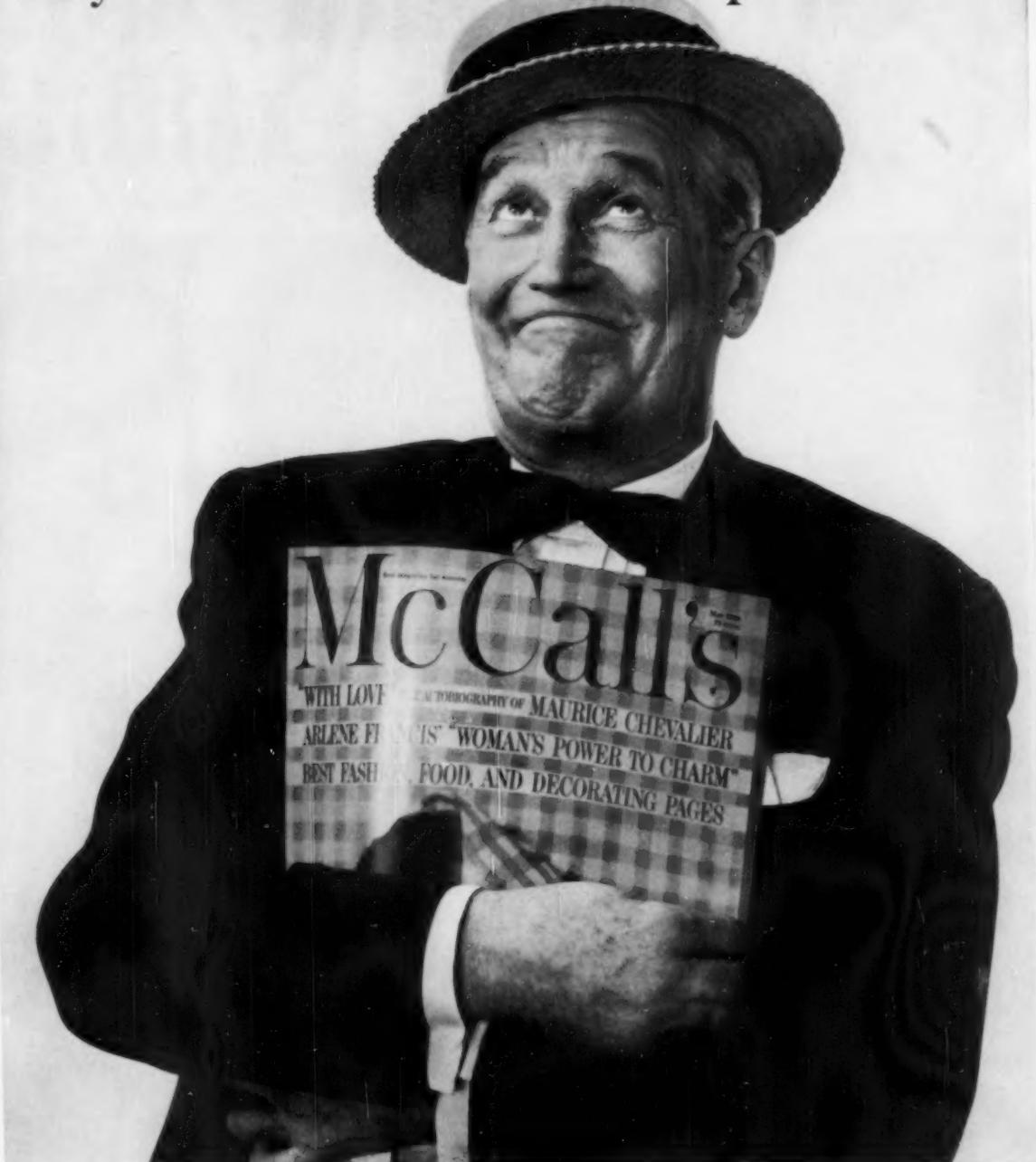
Leasing, too, could be considered. As a way for customers to obtain cost-cutting equipment for a low initial outlay, it is unexcelled. It therefore presents an excellent built-in marketing approach. It was during the big economy push of two years ago that leasing really began to find its legs. It has grown rapidly since then, and will undoubtedly come in for another big growth spurt should a third-quarter cost-cutting movement materialize.

It also would not be surprising to see many marketers slightly altering new product introduction dates to make more use of impact in overcoming buying lethargy.

All in all, it looks as if a major economy wave has a better than even chance of materializing. If it does, it will be most serious at first, when the bandwagon effects suddenly take hold. In any event, it won't be overly serious; but it could go a long way toward preventing the unsuspecting marketer from making up time lost in the first quarter . . . and from keeping up with the demands of growing competition.

\* Sales Management's Jan. 1 issue was devoted to "Beat the Summer Sales Slump." The most widely read portions of that issue have been reprinted in booklets which are available for 50 cents each.

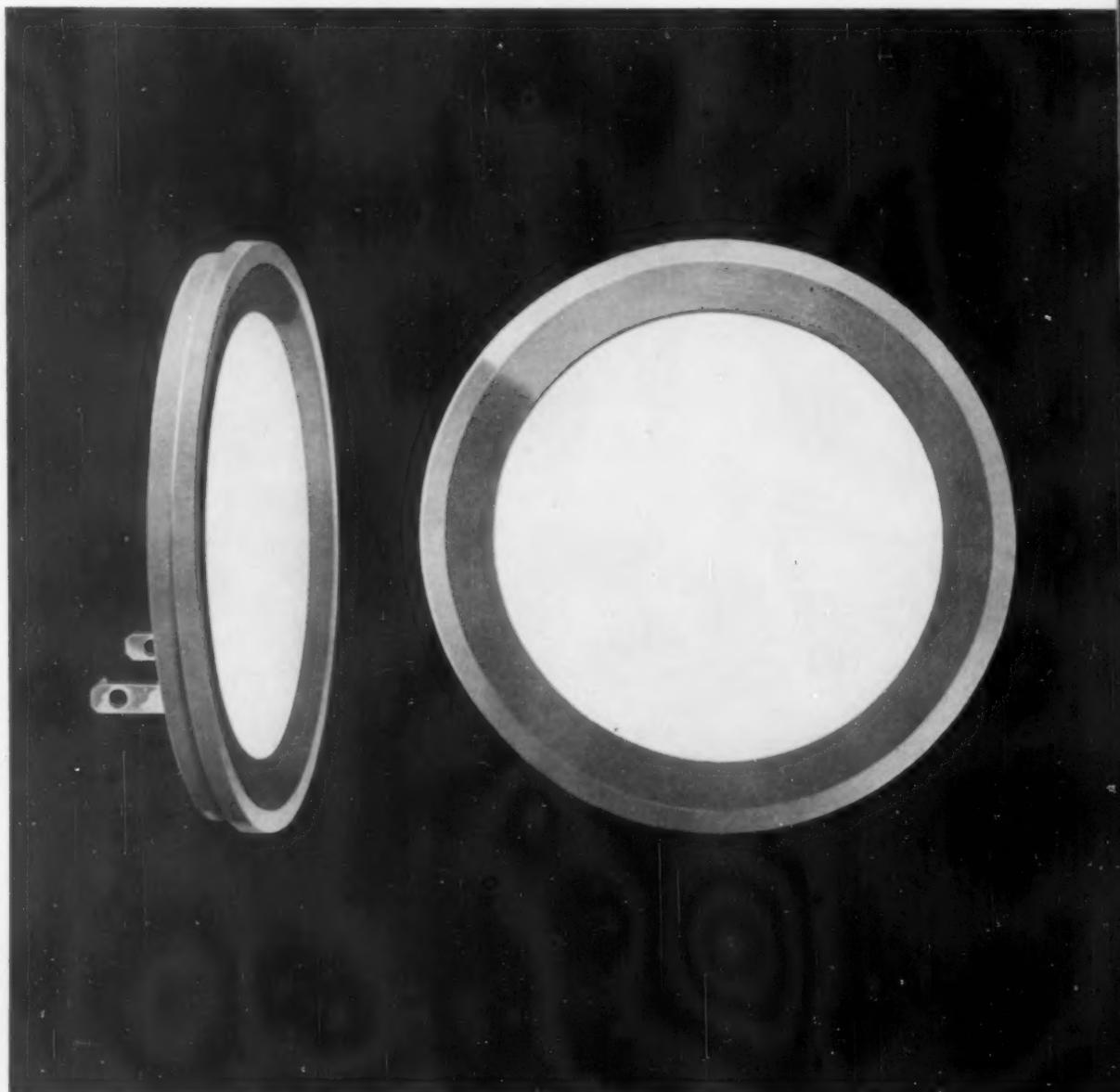
every little breeze seems to whisper McCall's



The mood is très May. The Chevalier is Maurice. The magazine in the clinch is, naturellement McCall's! Where else would this gifted Gallic perennial tell all with such robust candor? (M. Chevalier's autobiography, will run in two installments starting in May McCall's, before book publication.) What other magazine offers such a range of thoughtful riches and pleasures-in-print: from Arlene Francis on charm

to Robert M. Hutchins on education. Girls thank heaven for Chevalier...and also for la belle McCall's, which continues to have unprecedented newsstand gains, soaring total circulation, and the most advertising in the women's service field. "Every little breeze seems to whisper McCall's," sings Maurice. That's no breeze, monsieur. That's a publishing whirlwind. Le nom? McCall's—FIRST MAGAZINE FOR WOMEN.

# One Sylvania ad... ...One Million



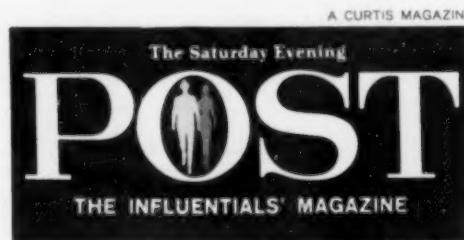
• The Panelescent® Nite-Lite shown above is a new kind of light (electroluminescent) that lasts for years . . . operates twenty-four hours a day for less than a penny a year . . . has 1,001 industrial and consumer uses . . . a true "area" source of light without bulb, tube, filament, or cathode — just a flat steel-ceramic plate whose entire surface luminesces.

# One time in the Post Dollars in sales!

Here are just a few of the sales results that occurred when Sylvania\* advertised their new 98¢ PANELESCENT® Nite-Lite exclusively in The Saturday Evening Post:

- ITEM:** Sales of Panelescent units exceeded \$1,000,000.
- ITEM:** Thousands of phone calls to Sylvania branch offices — Post readers had to look up local numbers.
- ITEM:** Hundreds of letters of inquiry — 12% were from wholesalers and retailers.
- ITEM:** Sellout of F. W. Woolworth's entire trial stocks (5,000 units in each of 2 stores in New York and Chicago) the first weekend after the ad appeared in the Post. Note: On Monday, Woolworth re-ordered 15,000 more units.
- ITEM:** Jordan Marsh & Co., Boston, did not stock the 98¢ Panelescent Nite-Lites at the time ad appeared. But so many people came in to buy that the store phoned Sylvania an order for 5,000 units.
- ITEM:** Two and a half months after ad appeared in the Post, Sylvania filed building plans in Salem, Massachusetts for a new factory building "devoted to Panelescent lamp manufacturing."
- ITEM:** This single ad (a horizontal half-page spread, 4-color) has returned better than \$20 for every dollar invested in it.

Shining proof of the fact that your ad page in the Post is seen more times by larger families — families with 3, 4 or 5 persons — than in any other magazine in the Post's field!



\* Lamp Division, Sylvania Electric Products,  
Subsidiary of General Telephone & Electronics

# Architectural Record

## announces:

**A HISTORY-MAKING STUDY** with the aid of Dodge Reports of a full year's building planning activity by over 1,100 architectural and architectural-engineering firms in New York State.

**89.8 PERCENT COVERAGE** by paid subscription of \$3 billion of new projects designed by these firms.

This New York State study is the 28th in a series of statewide studies\* by Architectural Record of the number and dollar volume of 15 major types of projects planned by architects and their engineers—and the Record's coverage of these markets. (For a full report return the coupon at right.)

\*Other studies based on *Dodge Reports*: Connecticut, Delaware, Illinois, Indiana, Kansas, Kentucky, Louisiana, Maine, Massachusetts, Michigan, Mississippi, Nebraska, New Hampshire, North Dakota, Ohio, Oklahoma, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Vermont, Virginia. Special studies: California, Washington, Oregon.



## SCOPE OF THE STUDY

The Record's New York State study includes ALL new building projects planned by architects and their engineers in the 12-month period ending September 1, 1959 as reported by F. W. Dodge Corporation's *Dodge Reports*.

Specifically, the study covers 26,667 new building projects... \$3,007,200,000 of work by 1,107 firms. The projects are classified by 15 major types and a separate tabulation has been prepared for planning activity in the 5 Boroughs of New York City.

### Architectural Record's Coverage

Architectural Record has determined its coverage by architect and engineer subscriptions alone of each segment of the New York State building market.

The summary table below shows that Record's coverage of nine out of ten architect-planned building dollars in New York State closely parallels its coverage of the country as a whole.

Percentage Coverage by Architectural Record of  
Architect and Architect-Engineer Planned Building  
(as documented by Dodge Reports)

		New York State	Combined Statewide Studies
NON RESIDENTIAL	Projects	<b>77.6</b>	<b>83.5</b>
	Dollar Volume	<b>93.0</b>	<b>94.1</b>
ALL TYPES	Projects	<b>80.4</b>	<b>74.3</b>
	Dollar Volume	<b>89.8</b>	<b>89.9</b>

### Again Architectural Record is Five Ways Your Best Buy

1. **Top verifiable market coverage**—over 89% coverage of architect and architect-engineer planned building—nonresidential and residential, small and large.
2. **Largest architect and engineer paid circulation in the field EVER!**
3. **Preferred readership** as revealed by 140 out of 155 studies sponsored by building product manufacturers and their advertising agencies.
4. **Editorial leadership in quantity and in quality of service to architects and their engineers.**
5. **Advertising leadership**—in advertising pages and number of advertisers, for the 14th year in a row.



**Architectural  
Record** 119 West 40th Street  
New York 18, N.Y.

"workbook of the active architect and engineer"

#### To Architectural Record

I'd like your full report on New York State as soon as it's off the press.

Also send me your combined states summary.

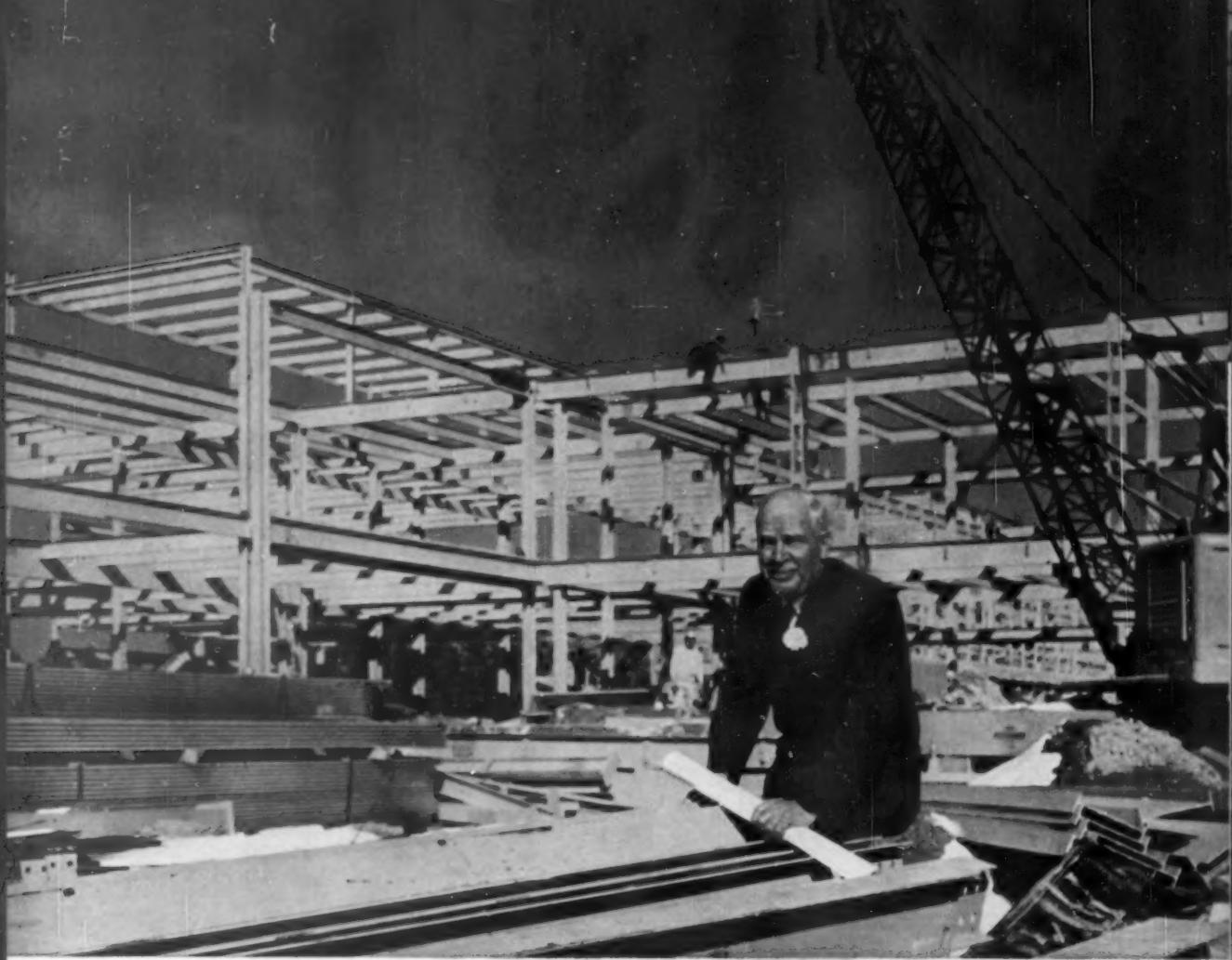
Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_



*"In my long business experience, I have found that if you believe in your product, it is easy to sell it. I certainly believe in the future of North Carolina." —Luther H. Hodges, Governor.*

## **"Advertising helped us sell North Carolina successfully."**

"During the past five years, my administration has done everything it could to promote the industrial development of North Carolina.

"We have a remarkable story to tell in history, resources, people and economic potential—and I am convinced that our state advertising program has played a vital part in the excellent results we

have already achieved in industrial development and growth.

"We've used many leading business publications like McGraw-Hill's to tell our story. And since our industrial growth during this period has broken all records, we expect advertising to remain an essential tool in our future."

**McGraw-Hill**

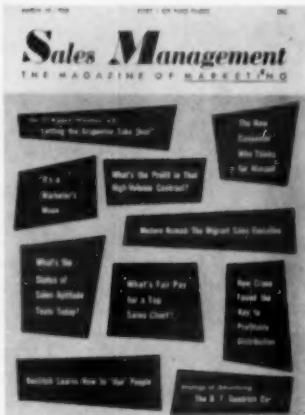
P U B L I C A T I O N S



McGRAW-HILL PUBLISHING COMPANY, INC., 330 WEST 42nd STREET, NEW YORK 36, N.Y.

*More than one million key men in business and industry pay to read McGraw-Hill publications.*

# -SM LETTERS TO THE EDITORS



## muse fouls up

. . . I was immediately struck by the great similarity between your March 18 cover and the cover of the March issue of our publication, *The Counselor*. . . . Must be some-



thing that gets into art directors at this time of year!

Harold F. White

Editor  
*The Counselor*  
Philadelphia, Pa.

## salesmen vs. engineers

On your article, "Being a Salesman Is a 'Bad thing'" [March 4 Editorial] . . . Engineer students can't even start to qualify as salesmen. Believe me, we have screened any number of college graduate engineers who have no more aptitude for sales engineering than a submarine has for flying. . . .

If they [college students] take the lines of least resistance they'll go their unimaginative way thinking that selling is beneath them and never realize that sales managers, salesmen and sales personnel all look down on anyone who cannot sell. We need more college graduates who look up to selling with the realization that they must really work at it harder than simply to get through college.

E. W. Lundy

General Sales Manager  
Peerless Pump  
Los Angeles, Cal.

## hobby of your dreams

Gerald Tasker's article, "Why Not Ask the Consumer?" [SM, March 4] overlooked one aspect of its own title question, and that is that consumer marketing surveys

are too often taken after the fact, when it is possible to take them before.

We are manufacturers of hobby kits. Last year we ran a "Dream Kit" contest requesting entrants to tell us what kits they wanted. We placed the contest in Life, Boys' Life, sport magazines, etc. . . .

We had received nearly 500,000 entries by the time the contest ended, and we had in our possession information that not only gave direction to our New Products Program, but also provided us with advance information on trends in the hobby field. . . .

D. William Silverstein

Marketing Director  
Aurora Plastics Corp.  
West Hempstead, L. I., N. Y.

## Negro market

. . . I cannot recall that I have read a more interesting, more informative and more accurate evaluation of the Negro market than this article ["Marketing to the Negro Consumer," SM, March 4] has presented. . . . I am fairly certain that it will go a long way toward eliminating some of the misconceptions of the Negro market, its importance

Larger stocks  
at the  
point-of-sale  
mean  
**MORE  
SALES**  
for your  
distributors

**Haslett  
SECURED  
CREDIT  
makes it  
EASY**



680 Beach Street • San Francisco  
California • Prospect 6-0270

## FREE BOOKLET

For your free booklet, giving all the facts and figures on how Haslett Secured Credit can do this, just attach this coupon to your letterhead and mail to: Haslett Field Warehousing, 680 Beach St., San Francisco, Calif.



- \* to improve products
- \* reduce costs
- \* increase sales
- \* even create new products!

# Ideas\*

New brochure describes the exciting new ways industry is using Fasson pressure-sensitive materials . . . to add new sales appeal . . . slash assembly line costs . . . even create new products never before possible! Actual samples for you to see and try are included.

Write for your free copy today. Dept. X.

**fasson**

**Fasson Products**

A Division of Avery Adhesive Products, Inc.  
250 Chester St., Painesville, Ohio

## These people are "Ready-to-Buy"



Coming soon...a new way to reach  
your most valuable market...  
the people who are "Ready-to-Buy!"

to our total economy, and the best means of reaching and developing this market in this day of a changing world.

D. Garnett Murphy

Advertising Director  
The Afro-American Co.  
Baltimore, Md.

Later this spring we are publishing a book entitled "Selling: Its Broader Dimensions" . . . intended as a college text which will also be sold to the interested public.

After we had started manufacturing the book, the editors saw your article on the Negro market. They have asked me to seek your permission to include in the book some portions of this article. . . .

William E. Mereness

College Department  
The Macmillan Co.  
New York, N.Y.

### bungles available

"Letting the Grapevine Take Over" [SM, March 18, #2 of a series on "The Ten Biggest Mistakes Executives Make"] carried a message we would like to pass along to our field management personnel. We would like very much either to have permission to reprint the article or, if available, to buy copies. . . .

William E. Palmer

Assistant to General Sales Manager  
Campbell Sales Co.  
Camden, N.J.

. . . Based on the first article of this series, it looks like a very practical, worthwhile and realistic account. I should like to know if this will be available as a package for those who are interested in saving it.

John G. Keane

Marketing Operations Section  
Commercial Research Div.  
United States Steel Corp.  
Pittsburgh, Pa.

► At the moment the series is available in the form of reprints of individual articles, at 20 cents each. Please write to Readers' Service Bureau, Sales Management, 630 Third Ave., New York 17, N.Y., specifying the article or articles you want and enclosing remittance.

# SARAN WRAP\*

Dow

Now from The Dobeckmun Division—

unconverted SARAN WRAP—for all  
who do their own packaging!



SARAN WRAP offers a virtual catalog of advantages to the meat packer: SARAN WRAP works well with manual, semi-automatic or fully automatic processes, either in store or factory...its moisture impermeability locks flavor and moisture in, keeps air out, extends freshness and retains the favorable color of your meat...SARAN WRAP is sparkling clear, fits snugly around products, may be shrunk fitted (for links, hams, etc.), provides an appetizing showcase that boosts sales, ups repeat sales...SARAN WRAP is heat-sealable and machineable, takes printing, labels are easily applied to it. And with all this, SARAN WRAP is inexpensive—surprisingly so. Write for full information to DOBECKMUN, authority in flexible packaging, whose vast experience is yours for the asking.

**THE DOBECKMUN COMPANY**

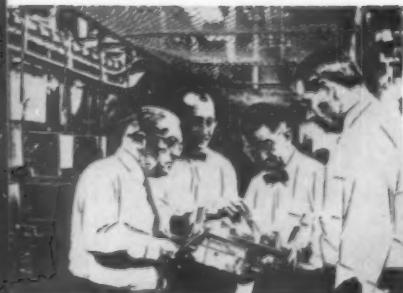
A Division of the Dow Chemical Company, Cleveland 1, Ohio • Berkeley 10, California • Offices in most principal cities.

\*T. M. The Dow Chemical Company

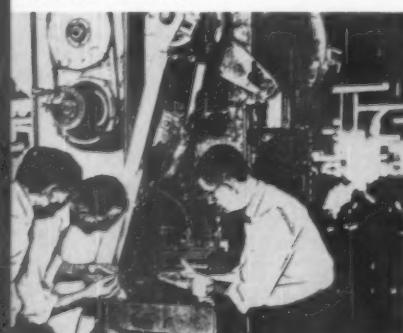


*A metalworking manufacturing report for advertisers*

**Plan session.** Manufacturing management team at Royal McBee's Hartford plant reviews plans for new unitized assembly operation, next major step in cost reduction program. L. to R.: Earl W. Goslee, chief industrial engineer; Harold E. Tulloch, manufacturing superintendent; Donald Flannery, chief equipment engineer; Edward J. Brann, chief production engineer; Thomas W. Turner, chief tool engineer; and Lee MacFeigan, production manager. (Chief methods engineer Frank Pelschach was unable to attend.)



**Push-button painting.** New "paint shop" uses 100,000 volts of static electricity to magnetize atomized paint, attract it to metal parts. Ransburg machines up production 100%; stop paint waste; save labor; provide superior finish. Earl Goslee, junior foreman Joe Hacia, Harold Tulloch and Don Flannery check finish as typewriter frames move from electrostatic paint booth to bake ovens.



**Typewriter-character blanks**—10,000 of them an hour—punched out by press that saves \$6,000 a year. Old method (at 3,000 an hour) used 4" steel bars; new process feeds continuous ribbon of steel from a coil. Junior foreman Stanley Zavatsky, George Colwick and Harold Tulloch huddle over handful of the parts.

Versatile, "more talented" business machines...  
constant challenge for

# the brains behind Royal McBee's typewriter that thinks

Metalworking manufacturing team  
saves \$3 million in two years  
by being alert to new ideas.



**Tougher,** longer-wearing type bars for high-speed electric typewriters are inspected by Earl Goslee, Lee MacFeigan, Don Flannery. New automatic quenching installation doubles production (heat treats 14,000 type bars per hour), eliminates distortion and need for roll straightening, minimizes rejects, reduces labor and material costs.

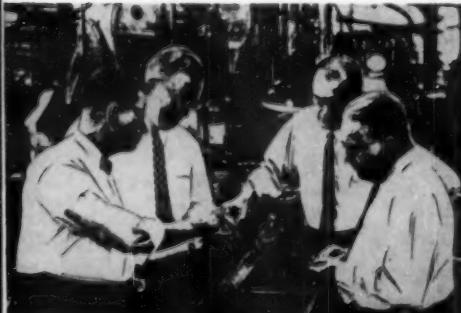


How do you make an electric typewriter think for itself? Tab automatically (both vertically and horizontally)? Handle an entire billing operation at the push of a button? And how do you manufacture it of stronger, tougher, better parts—and save millions in the bargain?

This is the kind of continuing challenge that drives Royal McBee's manufacturing team—a group of optimists who believe that "making changes is important." The changes involved in producing the "typewriter that thinks" ranged from new methods of cold heading to heat treating . . . from systems for zinc die-casting to multiple paint spraying . . . from new machines for rod-straightening to spring-winding. And these are only a few of

the dozens of cost-cutting improvements that enabled Royal McBee to bring out six major new products this year—at savings running into the millions.

Every other Monday, some 42,000 metalworking manufacturing men—like the team at Royal McBee—turn to American Machinist/Metalworking Manufacturing as a source book for new ideas, new materials, new machines in their continuing search for better, less costly ways to make things of metal. If your product can help them, give them the facts in AM/MM. They read it with their eyes and minds wide open, ready to buy. That's why it is the most direct, efficient, and effective way of selling to metalworking.



If your product is sold to metalworking, your advertising belongs in

**American  
Machinist**

**Metalworking  
Manufacturing**

**One machine** now does the work of five operations. New Kingsbury machine drills, taps, and reams . . . delivers 194 escapement frames per hour vs. 25 by old method at \$70,000 annual saving. Here, frames are examined as they come off automatic machine by Harold Tulloch, Ed Brann, process engineering supervisor George H. Colwick and Earl Goslee.

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# Now ready...one of the most accurate measures of media ever made!

**This latest Politz report reveals comparative advertising page exposures for four magazines—including the number of times an advertisement for a particular product will be looked at by good prospects for that product**

What is the *most accurate* measure of an advertising medium?

More and more advertising executives believe that it is *advertising exposures* . . . related to audience quality and cost.

As you know, an advertising exposure figure measures the number of times an advertisement is *looked at*. This measurement clearly reflects the medium's basic responsibility to its advertisers: to place the advertising before its selective audience. It is not distorted by factors within the advertising itself.

## Now applied to four magazines

Alfred Politz' first study of advertising page exposures was made for the Saturday Evening Post only, and hence provided no basis for comparisons.

His new research covers Reader's Digest, the Post, Life and Look.

These new figures now permit highly accurate comparisons among the four magazines. And they permit more meaningful comparisons of these magazines with other types of media, such as television. For example, the research shows how many *repeat* exposures are delivered by each magazine. This is a valuable bonus that

cannot be provided by broadcast media—unless the advertiser pays to repeat his commercial.

## 32,000 interviews

Through interviews with 32,000 people, this information is now available for *each of the four magazines*:

- number of *issue exposures* (total and per reader)
- number of *advertising page exposures* (total and per reader)
- *audience composition*, in terms of age, sex, income, education, geographical location, number of children, home ownership, etc.

In each interview, 116 questions were asked concerning the family's possessions and recent purchases. Scores of major consumer products and services were included—cars and trucks, food, clothing, insurance, leisure products, appliances, soap, etc. Your own product category is probably included.

In each category, the figures are related to advertising page exposures (total and per person) showing the likelihood that a good prospect for a product will look at an advertisement for that product.



To obtain your copy, ask  
your representative of Reader's Digest,  
or send the coupon below.

For example, if you sell travel, you will find that a single advertisement in the Digest will be exposed 43,553,000 times to people who have taken trips during a recent 12-month period.

If you sell life insurance, you will see that four out of five Digest readers live in families protected by life insurance . . . and that an advertisement for insurance will have 49,292,000 opportunities to make a sale to good prospects.

This new research permits more meaningful comparisons between magazines and television. You will find, for example, that 1000 exposures in the Digest cost less than half as much as on TV.

#### Send for your copy today

This research was co-sponsored by Reader's Digest and Saturday Evening Post. The 84-page report is free to advertisers and advertising agencies, is available to others at \$5 per copy. Send for your copy today.

People have faith in

# Reader's Digest

*Largest magazine circulation in the U.S.  
Over 12,000,000 copies bought monthly*

	Exposures per advertising page in one issue	Advertising page exposures per reader	Cost per 1000 exposures
READER'S DIGEST	60,947,000*	1.7*	59¢*
POST	30,861,000	1.3	85¢
LIFE	30,110,000	1.0	98¢
LOOK	30,702,000	1.1	84¢
ALL 4 MAGAZINES	152,620,000	2.3	77¢

\*On the average, people will look at your advertising page in Reader's Digest 60,947,000 times. This amounts to 1.7 exposures per Digest reader. With a black-and-white page, the cost per 1000 exposures is 59¢.

Fred D. Thompson, Dept. 14, Reader's Digest  
230 Park Avenue, New York 17, N. Y.

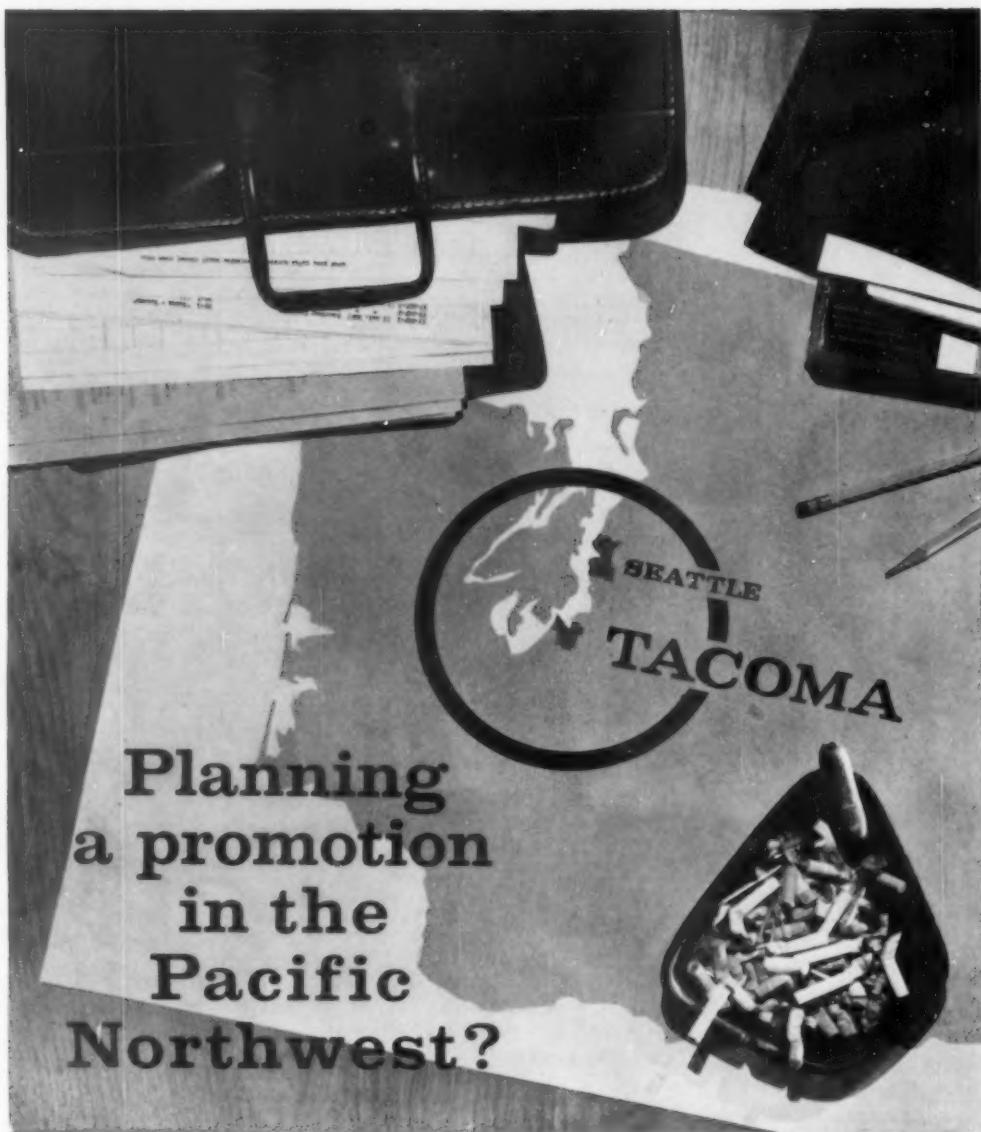
Please send me a copy of the new Politz report (free to  
advertisers and advertising agencies; \$5 per copy to others).

Name \_\_\_\_\_

Title \_\_\_\_\_

Company Name \_\_\_\_\_

Company Address \_\_\_\_\_



## Planning a promotion in the Pacific Northwest?

### THINK TWICE ABOUT TACOMA

First: always think of Tacoma as a vital segment of the dominant Puget Sound Circle—biggest market in the Pacific Northwest.

When your sales forces work this Puget Sound market, nine times out of ten they cover retail outlets in both Seattle and Tacoma *at the same time*. When distribution and merchandising is set in *both* metro areas, the advertising breaks.

Unless it breaks *in Tacoma at the same time*, a good quarter of your sales-merchandising effort is wasted.

That's because of the second thought you have to keep about Tacoma.

It's a market that can *not* be covered by *any outside newspaper* or any combination. Only the dominant Tacoma News Tribune—now delivering more than 85,000 daily—can do the job.



Ask the man from SAWYER-FERGUSON-WALKER and get the facts

Selling Gets Ready to Junk...

# THOSE HARD-TO- SWALLOW AD CLAIMS!

**Countering the flood of senseless superlatives and trumped-up claims, some marketers are returning to valid, point-by-point comparison selling in their ad messages. Trend could give advertising a needed shot in the arm—and it could boost sales, too.**

**M**ost marketers know the questions: Just how misleading is advertising? What should be done about it? How much is the FTC to be feared? How fast is consumer apathy to advertising growing? Do ads make the impression they used to? If not, why not? What's ahead? Is "corporate image" advertising the secret? Offbeat artwork? Most important: How can advertising get back into step?

The answers are harder to find. But right now there is a trend, quietly building up steam, that just might give advertising the booster shot it needs.

That trend is toward factual, hard-sell, comparison advertising.

The magic words here are "factual, hard-sell." Comparison itself is not nearly enough. Today, so-called comparison advertising is flourishing, and, to be realistic, is in great part responsible for the present ills of the industry.

Take, for example, the wishy-washy "better-best" comparison that is so overdone today. Such ads almost invariably range from the absurd to the unbelievable. They point out that the product in question is the **only one** to possess some fictional (or at best unimportant) "advan-

tage." Example: "Only Kools have **real** menthol magic." The assumption is that the smoker will complete the comparison, realize that his present cigarette has no "menthol magic," and switch brands.

This type of ad may point out that the product in question tastes "better" or is "best." The fact that it is the opinion of some copywriter that A&P coffee is "the best coffee you've ever tasted," certainly makes such an ad legitimate. But does it sell coffee—especially with virtually every other brand in one way or another blushingly admitting to the same advantage?

In these days of abundant "better-best" comparative claims, would it be any wonder if the fact that Whirlpool's "Eleven washing cycles get every fabric cleaner" failed to activate the consumer's mind to the simplest degree of asking, "Cleaner than what?"

In short, if much of today's advertising seems to be bland and ineffective, much of the trouble can be laid to the promulgation of the theory that every product is best (because the maker says so), and to the tired state of the consumer's mind, which prevents him from turning com-

# THOSE HARD-TO- SWALLOW AD CLAIMS!

(continued)

parative generalities into concrete points for, or against.

In fact, it would not be too difficult to believe that whatever positive effect such ads might have on the sales curve might be due more to repeated consumer exposure to the brand name than to any "selling" message in the copy.

Exaggerated, hairsplitting claims, too, contribute to the low status of the comparison ad today. Product differences, often discernible only to the delicate instruments of the laboratory, are blown up completely out of proportion to the actual differences in the products under use conditions. An official of one testing laboratory confided that his organization tested a leading brand of soap advertised as being milder to skin than its competitors'. Sure enough, the claims were true—but the difference between this soap and competitive brands became evident only after subjects had soaked their hands in solutions of soaps that were twenty times normal strength for many hours every day for several weeks. But the soap continues to advertise its special mild qualities.

Perhaps the war of the analgesics affords some better examples. In one Bufferin ad, an aspirin, a "combination-of-ingredients product" (plainly Anacin), and a Bufferin tablet are dropped into vials of "stomach acid." Naturally, the Bufferin begins to dissolve as it descends through the liquid, and the others wait until they hit bottom a fraction

of a second later. Of course, no mention is made of the fact that all three spend some time in the mouth and esophagus, and that by the time they are in a position to go about their business of curing a headache, the time differential could not help but be so minute as to be virtually unnoticeable to the afflicted person. Even Alka-Seltzer hops on this drab bandwagon by saying, "Headache relief starts in your stomach, so why wait while pills dissolve there?" Perhaps it is more comforting to wait while the pills dissolve in the bottom of a glass.

Again the analgesics: In millions of dollars' worth of advertising, Bufferin has lauded itself for preventing aspirin-caused stomach aches. A true comparison, indeed, but one that is hardly palpable to the great majority of people who just don't get stomach trouble from aspirin.

Probably the most insidious type of comparison ad prevalent today is the "scare" technique. The worst offenders have been subject to attack by the FTC, as in the case of the Eversharp, Inc., Schick safety razor ad that showed how a "round-head razor" (obviously Gillette) would shred a boxing glove.

In such cases, incidentally, the FTC has objected because the comparative demonstration was not valid and falsely disparaged a competitor's product, and not just because a simple comparison was made.

But there are plenty of other offenders around, most of them perhaps a little more subtle. A whole host of deodorant ads at least intimates that non-users of the particular brand in point are in for a series of shattering experiences ranging from complete social ostracism to that horror of horrors, "dress rot." Similar fates await non-users of the right hair tonic or toothpaste or mouthwash.

► Even oranges are good for a scare. Recently, the Sunkist group has been blaring in large type that their oranges "give your family 3 times more of the important protocarotenoids and bio-flavonoids than frozen orange juice." The technique, of course, assumes that the housewife will think that she is letting her family in for a bout of beriberi or something if she doesn't shape up. Naturally, the ad doesn't bother to explain what in hell a protocarotenoid is, or tell the consumer whether she even needs three times as many bio-flavonoids.

And the FTC is not the only source of reprisal. The public, sick of high-pressure presentation of ads smugly laden with faulty reasoning, is perfectly capable of retaliation at the retailer level. Repetition of a brand name will sell products; repetition of a sound sales message will sell even more; but repetition of a specious claim becomes nauseating.

Of course, all three techniques are widespread; the examples cited here are just representative of what has become accepted advertising practice.

But not a single one of these comparisons is a real selling comparison. Comparison is basic to selling. When the salesman talks to a purchasing agent, or a department store buyer, he must point out in detail the advantages his product or his company can offer over the product now in use or now on the shelf. In order to do this, he must be specific. More important, he must relate these points to specific aspects of the competitive product. Of



THIS SAMPLE demonstrates type of ad that means little to superlative-drugged consumers.

course, he need not "knock" the competitor; pointing out advantages of his own product is sufficient.

Advertising is selling; and this is the very element of selling that is now slowly but surely creeping into ads.

It is difficult to say just when or where the ball began to roll, but it is certain that two major industries are setting the pace: magazine publishing and automobiles. Some months ago, Newsweek ran a considerable amount of advertising which compared its circulation characteristics with those of its competitors, Time and U.S. News & World Report. More recently, McCall's has been running a big campaign comparing its circulation with that of Ladies' Home Journal and Good Housekeeping. Other major consumer magazines and even some business publications have been following suit.

But it is the auto makers who have really taken to factual comparison. Way back last fall, Ford, with its Falcon and, to a lesser degree, Chevrolet with its Corvair, began to hammer at each other—sometimes by name, sometimes by product features or concepts (like a rear engine vs. a front engine) so obvious they could not be mistaken. But most important, many of the other auto makers have since taken the cue.

► Mercury, for example, is priced as low as "any Fury or Impala." Its new compact Comet "is priced with or below other compact cars like the Rambler, Corvair, Valiant, Lark and Falcon." Dodge's Dart series "is priced model for model with other low-priced cars." For example, the Dart Pioneer is advertised as comparable in price to "Car F's" Fairlane 500, "Car P's" Belvedere and "Car C's" Bel Air.

American Motors has perhaps gone farthest in this direction. In a series of 24- to 32-page promotional booklets, AMC compares the Ambassador, the Rambler and the American with all of their competitors in the medium-price, standard, and economy classes, respectively.

What is the net result of all this? It has, probably more than anything else, served to prevent much of the confusion that surely would have arisen if, in this year of many entirely new automobiles, Detroit had tried to continue its traditional ad practices. With the birth of the compact cars and the realignment of price structures, it is no longer clear just which car is competing with which. But when names are named and spades are called spades, the consumer has only to look and learn.

Also, it is probably not too much to assume that such ads go a long way toward renewing consumer confidence and belief in advertising itself.

There are hundreds of products that could be advertised in a solid-sell manner by naming names and pointing out product differences. But there are also hundreds which cannot. However, this does not mean that the latter should continue to invent differences.

For example, it often happens that a broad product category, such as cigarettes, breaks down into several competitive sub-types, such as plain, filtered and mentholated. When this occurs, it is possible to promote the sub-type vigorously and compare its features with those of the other sub-types.

This is how El Al Israel put hard-sell comparison in a recent ad: "Effective May 1st: A round-trip ticket to Lon-

## X-RAY Checks Exterior Dimensions

As a result of the dramatic sales success of the "compact" car, several automotive manufacturers are now producing smaller cars. Foreign cars, too, continue to find their way into U. S. sales. How do these

cars stack up against one another in terms of usefulness to the user? Do they meet the needs of American motorists? Let's check the important exterior dimensions.



RAMBLER AMERICAN—Eliminates excessive length, gives you plenty of width and the shortest wheelbase of any American-built car... does not sacrifice room or comfort.



VALIANT—Exceeds the length of the Rambler American by almost 6 inches and has a width of only 78.6" . . . too narrow for true comfort and utility.



LARK—More than 3 inches shorter, but with a wheelbase of 8 1/2 inches longer than the Rambler American, the Lark is harder to maneuver in traffic.



CORVAIR—Has adequate length and wheelbase, but gives you a narrow, slanted width of only 76.9 inches that minimizes passenger comfort by reducing hip and shoulder room.



FALCON—Taller, narrower, and carried on a wheelbase 9" longer than the Rambler American, the Falcon does not offer the room and comfort of a true compact car.



VOLKSWAGEN—A car that is too small for most American families. It cannot meet the multiple requirements of most American motorists.



RAMBLER REBEL—Like the models from Germany, it's a small car, and its size indicates that it is rather inadequate for most American driving conditions.

AMERICAN MOTORS' X-Ray booklets offer point-by-point comparison of Ramblers and competitors. Here compacts are checked.

# THOSE HARD-TO- SWALLOW AD CLAIMS!

(continued)

don by jet-prop Britannia will cost \$36 to \$108 less than by pure jet.

Several weeks ago, at the meeting of the International Air Transport Association in Paris, a new schedule of fares was agreed upon by all the major airlines flying the North Atlantic. Two sets of rates were established: one for pure jets and one for propeller planes.

"As for the jet-prop Britannia . . . it was decided to place this airliner in the propeller-plane fare category.

"There are only two airlines that offer Britannia flights from the U.S. to Europe, and El Al Israel Airlines is one of them."

The ad then proceeds to compare average flying time, N.Y. to London, first class, economy class, off-season and excursion fares for the different types of planes.

But here again, comparison was not too difficult to make. What happens when there are too many brands or types to compare? More important, what happens in the many, many product categories—the soaps, the gasolines, the beers, the aspirins—where there are no tangible product differences to compare?

It must be made clear that hard-sell comparison is an excellent—but by no means the only—way to inject life into ads. For products which have natural differences, the trend is toward using specifics to point up these differ-

ences, with the consequent abandonment of the less desirable forms of comparison.

But even a product that is distressingly similar to its competitors' can take a page from this book by creating a sound, valuable difference in the product. And, if the product becomes the only one of its kind with a certain feature, the comparison cannot fail to be made in the public mind.

For example, in the early moments of the great filter-tip surge, there were only a few brands, and real improvements in filter types were watched hungrily by the public (until claims became outlandish and "improvements" a dime a dozen). Then, too, there were milestones such as the first mentholated filter-tip, not to mention Marlboro's much-copied flip-top box. There are more recent examples.

For the most part, cleansing tissues are as alike as any product can be. And for years, the advertising showed this as most makers "out-softed" each other. But now three leading brands are each promoting a single different product feature, identifying their brands with this feature, and letting the consumer make up her mind as to which she prefers. Kleenex, of course, is packaged to "pop up." Hudson tissues are packaged in a box that is covered with a plastic wrapper. All the printing is on this wrapper, which the housewife can slide off to reveal a tastefully decorated "golden showcase" box, absolutely free of commercial message, that is attractive enough to be kept in sight in "any room of the house." Scotties bases its appeal on the "wet strength" that prevents the tissues from crumpling in use.

► Light bulbs provide another example. Westinghouse advertises its exclusive "easier to handle" cylindrical "new shape" bulbs, and General Electric bulbs are of a new small size that enables higher wattage bulbs to "fit into places they never fit before." Again, you have products formerly in the peas-in-a-pod class providing themselves with concrete exclusive features that put real teeth in claims of "new" and "only."

But creating real differences in products is not the only alternative to phony comparison advertising. A good, creative selling message does not absolutely have to be comparative at all. Lucky Strike's "Remember how good cigarettes used to taste? Luckies still do" slogan is not really comparative, yet is highly individualistic. Budweiser's "Pick a pair of six packs" promotion has been immensely successful for building beer sales. Bayer's willingness to advertise its aspirins was responsible for keeping that product at the top of the heap for decades before the first stomach cross-section ever hit TV. Hundreds of such examples all around bear testimony to the fact that if no hard-sell comparison is available, there is, at any rate, no necessity to employ advertising sleight of hand to conjure up absurdities.

Surely no single form of advertising can be all things to all marketers. But weak, trumped-up comparisons have been a major cause of the atrophied state of advertising today. Now the straws in the wind show signs of a switch to honest selling comparison. Even if the trend continues to gain strength, it can't be a miracle cure; but it sure will be a long step in the right direction. ♦ KMR

Effective May 1st:

## A round-trip ticket to London by jet-prop Britannia will cost \$36 to \$108 less than a pure jet.

During the year since the meeting of the International Air Transport Association in Paris, a new schedule of fares was agreed upon by all the major airlines flying the North Atlantic. This new schedule established two basic categories: one for pure jets and one for propeller planes.

As far as the jet-prop Britannia is concerned, by a decision which was reached, it was decided to place this airline in the propeller plane category.

This means that you will be able to enjoy the speed and ease of a Britannia flight to London, while you save from \$36 to \$108 less than the pure jet.

These savings are available for all Britannia flights from New York to London, and El Al Israel Airlines is one of them.

Average Flying Time, New York to London:

Pure jet	8 hours, 25 min.
Propeller Britannia	9 hours, 25 min.
Pure jet	11 hours, 25 min.

These are the new fares for all major North Atlantic carriers, effective May 1st through September 30th.

New York to London, round trip—First Class:

Pure jet	\$200
Propeller Britannia	\$200
Pure jet	\$200
Propeller Britannia	\$200

Propeller planes will also offer a "flexible departure" service with discounts of 25%.

New York to London, round trip—Economy Class:

Pure jet	\$100
Propeller Britannia	\$100
Pure jet	\$100
Propeller Britannia	\$100

**EL AL**

**HARD-SELL COMPARISON marks this newspaper ad for El Al Israel's New York to London service. Even disadvantages are mentioned clearly and honestly.**

# Nine Ways to Make Ads UNbelievable

By DOUGLAS L. HINK  
Director of Research  
The Institute of Advertising Research

It must immediately be made clear that current consumer research shows no pervasive attitude of mistrust toward advertising. For the most part, advertising on the American scene is considered a reliable source of information about products and institutions. It is an accepted method of obtaining facts which are often otherwise unavailable. In short, the desire to trust the advertised message is still dominant.

But advertising can, and frequently does, arouse feelings of doubt and just plain confusion on the part of the consumer. Whether or not advertising abuses are in the public spotlight, some ads continue to annoy, frustrate and repel the reader, the viewer and the listener.

Research shows that the most direct area of mistrust in advertising occurs with consumers who feel that they have been taken in by superlatives. And mistrust of a single advertisement leads to cynicism about all advertising for that brand, that product type, and may also cling to the superlative technique itself, no matter where it is used.

The following are nine "factors of disbelief" found by research to abound in national advertising. Use of these advertising approaches can and often does result in consumer mistrust, whether they are used to create phony or unbelievable comparisons, or made to stand alone:

## 1. Exaggerated presentation of claims

While a copy claim for a product may be justified, it can inspire mistrust because of an unbelievable presentation. Scientific research, for example, is frequently used to prove the superiority of a product. But the use of a solar sun lamp to emphasize the staying power of hair preparations when exposed to the sun for long periods of time, or atomic power, to study the molecular structure of a petroleum product, causes dubious reactions. The consumer generally assumes products have been carefully tested; he hasn't much desire to know about tests which stress non-human, and non-use situations that remove a familiar item from its accepted setting.

## 2. The claim that knocks another product

Extreme negative comparisons between products can be highly distasteful to loyal users of the competitive brand, particularly when a high-ticket item is involved. It is difficult to win over a customer whose judgment is being questioned or ridiculed.

## 3. Ill-supported claims

The commercial or ad that tells the potential customer too little about the claims made is likely to create an attitude of disbelief. This is a problem which is particularly prevalent in ads that introduce new products. The company that brings out a new shampoo essentially similar to one already marketed by another company should give good reasons for the new product and not simply explode in superlatives. Much of the current advertising for the "new" cigarettes is handicapped by a lack of good reason for their being on the market.

## 4. The overworked claim

While ease of use is an effective claim for any product, it is frequently stretched beyond the point of believability. Dirt "disappears" when it comes in contact with a "miraculous" new detergent; but the housewife knows well that "elbow grease" is still required, and may tend to scoff at such an oversimplified presentation.

## 5. Testimonials

The prestige and support lent to products by the endorsement of well known personalities needs to be seriously questioned in the light of incorrect and over use of this technique. The era of hero worship appears to be fading. The foibles, not the feats, of the famous now catch the eye of the public. In fact, the current Skippy peanut butter series, which in effect represents a testimonial turnaround, capitalizes on the low ebb which the tide of persuasion has reached.

## 6. Unreasonable personal threats

Intimidation is not an appealing technique to most Americans, particularly when the threat holds little meaning. Research indicates that ads which emphasize personal pleasure are more effective than those which emphasize social ostracism.

## 7. Offensive presentations

Body odors, for example, need only to be hinted at to develop the point that they are unpleasant. A heavy-handed approach, as with the "odorless" statuses, simply results in rejection of the ad and its implications.

## 8. Impossible promises

Surprisingly enough, men are more susceptible than women to advertising that promises business, social or sexual success through the use of a given product. Men may recognize such situations as improbable, but feel they are fun to think about. Women react less freely because of the sheer number of appeals directed to them.

Used knowingly and with creative care, the wildest promises can communicate potential benefits in a light-hearted and amusing way.

## 9. Fantastic situations

In the search for the new and different, fantastic moods are often created in advertising. For example, a recent cigarette ad attempts to show the refreshing quality of the smoke it offers by showing a sort of smoky "lower depths" and then a garden spot. The association of heaven and hell seems overdone, and highly doubtful.

Advertising is not fiction but the presentation of fact in the most persuasive method possible. It is at its height of effectiveness when it talks to the potential customer in copy and art that are reasonable, basically appealing, and still creative.

**1. FIRST STEP** in the lab setup is to allow consumers to familiarize themselves with new package designs in the natural super market environment. Here, package designers and a researcher are interviewing two women regarding their reactions to newly designed packages. Consumers enter lab singly.



### *The Super Market Lab:*

# Pre-Testing Package

What motivates Mrs. Consumer to choose one product over another, as she courses through a super market, is a question which plagues the manufacturer and the package designer no less than the retailer.

Of the many standard methods in practice for analyzing her behavior, two of the most widely used are the at-home and the in-store interview. But neither one of these—nor even a combination of the two—provides all the answers about package design. If the consumer is interviewed at home, the absence of a realistic shopping situation influences her reactions to certain questions. In the super market, certain other factors may distort her responses.

Walter Landor and Associates, industrial designers, uses what it considers a superior approach—the laboratory super market—to elicit the most valid responses possible to such packaging features as graphics, styling, container shape and function. (Although the lab super market is an attempt to duplicate a real-life shopping situation, it is not conceived as a substitute for either of the other widely used tests.)

The Landor lab super market, located in San Francisco, has been in existence for a number of years. It uses gondolas, frozen food cases, a beverage cooler and rack displays to lend a realistic setting for a package being tested against regional and national competition.

In preparation for a test, the firm sets up a mass display of the subject product. Surrounding this are related items

the super market shopper has been conditioned to expect.

When the display is ready, a group of consumers are invited to make their choices. Each one enters the "market" alone and is given a shopping cart and a ticket designating a certain dollar volume of items. She is told to make a number of specific selections.

Throughout the course of her shopping, each subject is carefully watched by a team of researchers and designers. They study her hesitations, changes of mind, the general "temper" of her final choice.

When the shopping tour is completed, the consumer is invited into an adjoining conference area, where she is questioned on her attitude toward specific brands and the product category in general. Frequently the packages are removed and the consumer is asked to recall them—in a test for over-all impact of the design.

Once researcher and designer understand the general problem involved in packaging for a specific product, they use the same facilities to test numerous design approaches until the choice narrows down to two or three leaders.

This laboratory approach has several advantages over other methods of packaging study. For one thing, it enables both designer and researcher to observe the consumer in an actual shopping situation. Landor also makes use of a motion picture technique that permits closer examination and the opportunity to compare consumer responses of a wide range of shoppers.



**2. A HIDDEN CAMERA** records hesitation and movements of various consumers. Later a comparison may be made regarding different responses.



**3. INDIVIDUAL CONSUMER REACTIONS** are closely watched in the test lab. Such elements as facing, packaging material and shape are all important. Here a designer appraises a consumer's reaction to visual kinship between bag and box.

# Design



**4. CONSUMER PANEL** is assembled after a group of shoppers has had time to make its selections and be interviewed individually. Such a group session often brings out feelings and biases that shoppers were not aware of themselves. Here researchers and designer test picture design.

**5. FOLLOWING CONSUMER TESTING**, designers hold their own conference in which they analyze and discuss additional modifications and ideas based on consumer panels and in-store interviews. Research Director Hugh Schwartz presents designs for new dog food.



# Japan Sharpens Its Threat With U.S. Sales Techniques

No longer content to fight U. S. manufacturers with lower prices alone, the Japanese are pushing their exports with modern marketing methods. They may learn to beat us at our own game.

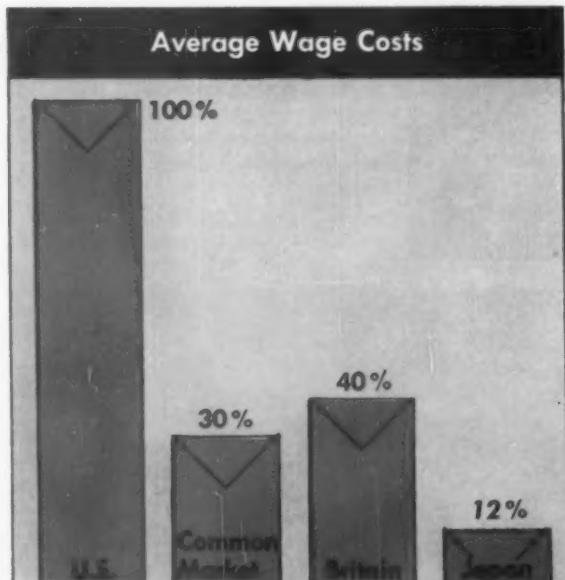
A hundred years ago, a man gave an ultimatum to an emperor: Either you agree to trade with our country or you shall suffer the consequences. The man, of course, was Commodore Matthew Perry. The emperor was the ruler of Japan. And the ultimatum proved a boomerang.

For many American manufacturers, Japanese imports have become a source of aggravation—even a threat to their very existence.

Behind the great furor over Japanese imports are some surprisingly modern techniques being used by the Japanese in promoting their products.

Many industries not yet affected will shortly feel the razor-cut of this competition. They will have to defend themselves or "suffer the consequences."

Times were when the appeal of Japanese goods lay only in their cheap prices—this is no longer so. While



**Growth of Sales to U.S.**

	1954	1958
Photographic goods	\$1.2 million	\$8.6 million
Radios, elec., razors,	\$2.2 million	\$24.2 million
Scientific and professional instruments	\$4.6 million	\$11.8 million

Japanese wages are still only 12% of U.S. wages, the oriental businessman has leaped forward in marketing techniques.

► The best tool in the Japanese export cabinet is the trade mission. This operates in any of several ways. In one case a large company will send a group of its own representatives to examine the U.S. market and determine: items of greatest potential profit, most efficient distribution system, and special product modifications to fit U.S. tastes and requirements.

In another case, many small manufacturers in the same industry will join forces in sponsoring a trade mission to gather facts, which are then distributed among these companies as a guide for export production. (The small producers also contribute to group advertising.) Such trade missions often include the U.S., Canada and Latin America in one journey. An example of Japanese techniques in this area is shown by the Binocular Export Promotion Assn., which will spend 42 days visiting 13 cities in the U.S. and two in Canada, gathering market information for its members—over 200 independent Japanese producers of binoculars.

The fact that 99% of U.S. binocular imports comes from Japan suggests a special purpose for the mission: to discover new and untapped markets for this item. Original success of the import stems from the \$20 price tag for equipment that sells for about \$150 when made in the U.S.

The Japanese have investigated areas in which these lower-price items



**HIGH STYLE** plays its role in the new Japanese marketing strategy. Here, the Datsun Bluebird, modified to fit American tastes, is displayed in the Western manner.

might be in demand, such as commercial fishing, forestry, flying, boating, etc. The rise of boating as a major sport has led them to study the possibilities of waterproof binoculars. Another idea: special colors attractive to women.

The Japanese also make great use of trade shows, which they have scheduled for cities throughout the U.S. These "fairs" are designed to introduce a wide range of Japanese products to the American people. More than 3,500 businessmen attended such a show in New Orleans, were exposed to 3,000 items, from lacquerware to bicycles. Over 300 inquiries received were passed on to the companies' representatives.

A further refinement of this technique is a motor caravan of new-model

Japanese cars, trucks and motorcycles that will tour South and Central America and finally the U.S. in a novel promotion campaign.

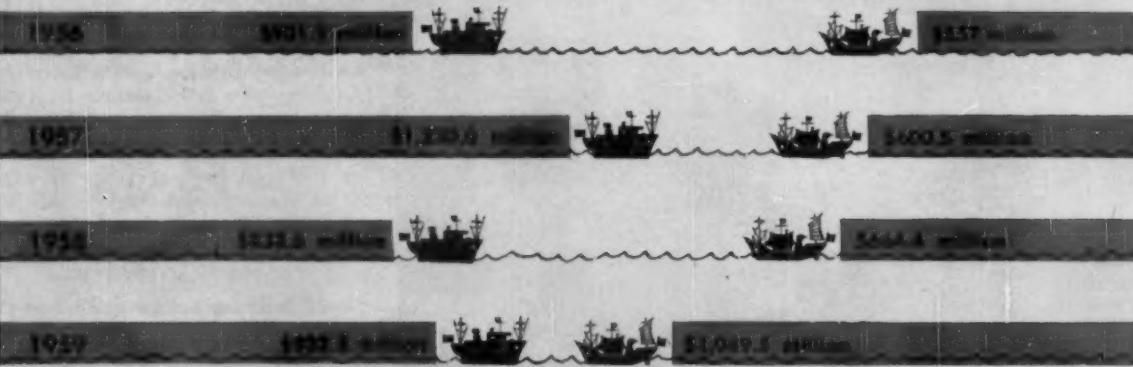
► The Tokyo government is pulling all the stops in supporting business selling overseas. A General Merchandise Export Center was set up in September 1959, to coordinate new designs, product development and promotion of goods abroad.

In the U.S. Japan has established the Japan Trade Export Promotion Agency (JETRO), which, in 1958, researched 207 American consumer products to determine the possible market for similar Japanese goods. JETRO gathers information on general market conditions through its permanent research staff, as well as

### The Pattern of U.S.-Japan Trade

#### U.S. to Japan

#### Japan to U.S.



(Of \$157 million U.S. deficit in 1959 \$116 million was in the first six months indicating the trend is being reversed.)

## Japan Sharpens Its Threat with U. S. Sales Techniques

(continued)

through facilities of its U.S. public relations and advertising agencies.

It distributes about 600 news bulletins a month to newspapers, magazines and other major media; and sponsored the "Japan Hour," a recent TV series of six programs, appearing in New York, Chicago, Los Angeles and San Francisco.

As a result of some near-fatal translations, JETRO encourages Japanese companies to have their booklets and brochures printed here. For example, one Tokyo-made catalogue depicted "flying" pans; another pictured a "range for burned meat," instead of an oven; and a tourist bulletin from a winter resort offered slopes for "middle-aged," instead of seasoned, skiers.

► An example of a Japanese direct marketing operation in the U.S. is Nissan Motors, makers of the Datsun automobile, which began a national campaign in April 1959. It has two main offices, in New York and Los Angeles (which also handles eastern and western Canada), and four distributors that cover Hawaii, the West, Mid-South and Central-East. Nissan produces a wide range of small cars comparable, in price and quality, to European autos. It currently has 250 dealers selling about 300 cars a month (goal—1,000 per month by the end of 1960). A newly created Nissan Mexico is the first step in Latin American distribution.

Starting this year, the company

plans to spend \$4,000 a month on national advertising (its ads have appeared in Life, Time, Holiday, Newsweek). It also pays one-third of local promotion along with dealer and distributor.

Datsun has set up a regional parts and service training network to overcome a main objection against foreign cars—the lack of repair facilities.

It will be a while before Japanese cars become a large factor in the American auto market (2,000 Japanese cars sold in the U.S. in 1959 against total foreign car sales of 668,000 in the U.S.). But it is significant to notice Datsun's well-structured sales organization: main office, distributor, dealer, backed up by national and co-op advertising. With American firms handling advertising and public relations, the company is in a good position to compete with European and U.S. producers.

More and more Japanese companies are taking this comprehensive approach to marketing their products in the U.S. Brother International, the American subsidiary of a Japanese sewing machine company, has worked to develop specialized areas of strength. With national headquarters in New York, Brother has 17 distributors throughout the country. It has set up over 2,000 sewing shops that handle Brother brand exclusively—and that provide information and service to an ever-widening female market.

The company has developed a spe-

cial market in chain stores, selling to such giants as W. T. Grant, Gamble-Skogmo and Atlas Sewing Centers. Three years ago, Brother also convinced Western Auto stores to carry its merchandise—a move which paid off handsomely for both companies, as Western sales rose to 50,000 machines in 1959 (a 49% rise over 1958).

Advertising expenditures reached six figures in 1959, with most of the budget earmarked for such national magazines as Life, McCall's and Ladies' Home Journal. Locally, the company supplies ad mats and displays but does not believe in co-op advertising.

This total operation has made Brother the second largest selling sewing machine in the U.S., ahead of such foreign favorites as Pfaff, and Necchi.

► Every day new products are being checked for export to the U.S. Some American products, unable to compete successfully against Japanese goods, have dropped out of the market; others have been forced to slash prices and curtail operations. Japanese products have arrived with a vengeance in such areas as finished textiles, flatware, transistors and radios, chinaware and plywood.

Here are some of the fields due for an influx of Japanese imports:

- Sporting goods: The projected 1964 Olympics in Tokyo, plus the adoption of Western modes there has promoted the use and export of Western sporting gear—such products as fishing tackle, badminton rackets, baseball accessories, skis, quality golf equipment. A possible future threat is the Japan-made boat.
- Handicrafts: basketware, household sculpture and ceramics, tumblers, platters, cigarette boxes. Traditional handmade giftware still sells for less than U.S. machine-made products. Handicraft makers have also set up their own Trade Promotion Agency.
- Drugs: vitamins, antibiotics, sulfa drugs—new price slashes by Japanese manufacturers may result in some hard-to-resist terms and prices.
- Packaged foods: Japanese as well as Western foods. Imports will be limited by cheap individual price of U.S. canned goods, plus supermarket use of private brands.
- Tools for agriculture and industry.
- Vast array of products for the home—from construction materials to home furnishings (furniture, drapery, etc.).

(continued on page 44)



TRADE SHOWS like this recent presentation in Miami, have been used very effectively as a promotion tool. Main purpose is the introduction of Japanese items.



*If you have been paying mass-magazine rates to reach businessmen*

## **LOOK AT NATION'S BUSINESS**

*...the all-business magazine of 750,000 owner-executives*

Big-circulation consumer magazines impose a terrific premium for the *non-business* circulation you must also buy when you use them for advertising business goods and services. On the other hand, NATION'S BUSINESS circulation is *all business*. And it's big—750,000 ABC. No other management magazine offers half as much. It includes 23,000 executives in the 500 top industrial companies . . . plus presidents, owners, partners and top-management officials in 500,000 medium-sized companies.

Nation's Business

How to sell the  
**NEW  
MASS  
MARKET**

Facts like these are changing more and more advertisers' thinking—and buying. They're turning to NATION'S BUSINESS to uncover new prospects . . . develop leads . . . open doors to hard-to-reach executives . . . support their sales force out in the territories where they're making calls. If you've been paying mass-magazine rates to reach businessmen, why not look into NATION'S BUSINESS? Nine out of ten of its readers are men with a decisive voice in their companies' policies and purchases!

*You use NATION'S BUSINESS... to sell more of the nation's businessmen*

Advertising Headquarters, 711 Third Avenue, New York 17, N.Y.

- Iron and steel products; plastics.
- Component parts for a wide range of electronic equipment. (National Cash Register, investigating Japanese components for its computers, found parts selling for one-third less and "every bit as good.")

An area hardest hit by Japanese imports is textile manufacturing. Imported fabrics and finished goods totaled \$201 million in 1958, against \$102 million in the first five months of 1959, with an increase of 31% over the previous year's like period. Harry Dalton, vice chairman of American Viscose, claims that U.S. wages are

ten times higher than Japanese, and that it will be a feasible but painful process to reduce the difference with promotion and production techniques.

Unions and manufacturers blame much of their trouble on overseas buying by such big houses as Sears, Roebuck; Montgomery Ward; Macy's and Gimbel's.

► The greatest potential for Japanese imports is in electronics and precision equipment—fields where labor takes a big chunk out of production costs. One major electronics firm estimates U.S. labor costs at \$1.60 an hour, against 13 cents an hour for Japan. With this

gap Japanese electronics imports undersell U.S. items by as much as 25%.

With new factories and licensing agreements with U.S. firms, the Japanese have already pulled ahead in certain areas of electronics. The largest firm, Tokyo Shibaura (Toshiba), produces more transistors than Texas Instrument, and its small transistor radios are being sold throughout the U.S.

The man responsible for success of Toshiba's tiny radios here is Richard Stollmack, president of Transistor World Corp. Heading his own firm, Stollmack plans to spend \$65,000 on businesspaper advertising, another \$200,000 for ads in such magazines as Holiday, Playboy, The Saturday Evening Post, plus \$150,000 for co-op advertising with such stores as Marshall Fields, Busch Jewelry Co. and Davega.

With 400 distributors who sell to 40-50,000 retail outlets, Stollmack will be in a good position to introduce new items from Toshiba's stock. Already on the market: a hearing aid selling for \$29.95, which may drive out domestic products selling for \$150. Next on the list is an electric razor for \$19.95, with an added attachment for buffing and nail filing. Future possibilities include electric pans, steam irons, vacuum cleaners and even refrigerators.

► Some businessmen favor the tariff as a way to stop Japanese imports—though its effect, in the long run, might be more harmful than good.

For the past four years, U.S. exports to Japan have averaged \$201 million over Japanese imports. In 1959 exports to Japan included agricultural commodities worth over \$500 million and cotton worth four times the value of imported Japanese finished goods. Neither of these raw materials are easily disposable overseas. Any higher tariff would bring reprisals from across the Pacific—further damaging our unfavorable balance of trade with the rest of the world.

American political aims since World War II have centered on making our allies economically strong—to make them self-supporting, not subsidized. A country like Japan, which derives 21% of its national income from trade, would be forced back into dependent status by new quotas and tariffs. As long as we are committed to a forward policy, there is little hope for import restrictions.

In a recent survey of 349 corporation presidents, 88% stated that industry must retain its markets by cutting cost and developing selling tools. Only 8% sought refuge behind a wall of tariffs. • SGD

## Pave the Way with



Here's the big "red apple" that's sure to gain customer favor for your product or service! Attractive, useful, original HOUZE ART Ad-Trays have gift-appeal for the recipient, and they enjoy long life in office or home. Your message, logo or trade mark, in permanent brilliant colors on charcoal tinted, gem-quality bent glass, constantly presells the prospect . . . paves the way for your representative. Choose from a variety of sizes and shapes, suitable for economical mailing, or distribution by salesmen. Consult your Advertising Specialty Counselor, or write:

**FREE—1960**  
Glass Calendar  
Tray and  
20-page color  
catalog. Request  
on your  
letterhead.



# The most important events in your life

... are almost invariably related to, or shaped by the news. Think, for a moment, of the big decisions regarding your work, your income, your family savings. They're all linked to what is happening and what will happen in the world around you.

It follows too, that the more important you are, the greater are your responsibilities and decisions, and the more attentive you are to the important news of our day.

This is what makes news magazines such a vital advertising medium today. And this is why, among such media, "U.S.News & World Report" stands out as . . .

## The most important magazine of all



### of all

"U.S.News & World Report" is the only magazine devoted exclusively to the important news of the nation and the world. Its purpose is to inform rather than entertain.

It prints more pages of news than any other news magazine.

It is the only magazine so thoroughly read by so many important people in business, industry, finance, government and the professions . . . for the usefulness of its content.

Ask your advertising agency for the documented facts on the growing recognition of "U.S.News & World Report" as the important magazine . . . from your standpoint, very likely the most important magazine of all!

# U.S.NEWS & WORLD REPORT



America's Class News Magazine

Now more than  
**1,150,000**  
net paid circulation

Advertising offices, 45 Rockefeller Plaza,  
New York 20, N. Y. • Other advertising offices in  
Boston, Philadelphia, Pittsburgh, Cleveland,  
Detroit, Chicago, St. Louis, San Francisco,  
Los Angeles, Washington and London

# Something Missing



... like California  
without the  
Billion-Dollar  
Valley of the Bees

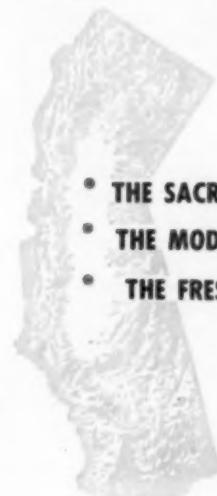
- Actually, total effective buying income of more than \$3 billion
- Greater automotive sales than each of 21 states
- Not covered by San Francisco and Los Angeles newspapers

If your print selling messages hit only the Coast spots in California, you're really miss-

ing inland treasure. East of the Coast Range lies our great Central Valley . . . a beehive of industry, retail sales, and agricultural income-producing activities.

And you can't cover the Central Valley with any Coast newspapers. You need The Bees.

Data source: Sales Management's 1959 copyrighted survey



## MCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

McClatchy gives national advertisers three types of discounts . . . bulk, frequency and a combined bulk-frequency. Check O'Mara & Ormsbee for details.

# More Mail Rate Hikes May Hit All Marketing

**Selling costs of every marketer may be hiked before Congress adjourns. Total postage rate increases could run over half a billion dollars. Direct mail advertising would be affected. And higher postage costs could push up publication ad rates.**

Business has a stake of nearly a half-billion dollars a year in a decision to be reached by Congress within the next 60 days on the controversial question of postal rates. The Administration seeks to jam through a reluctant Congress, before adjournment in July, a \$550-million increase in postage rates, and about 90% of the extra money would come from commercial interests of one sort or another. The costs of every marketer would go up.

Hearings are slated to start before long on an Administration bill which features 5c letters, 8c airmail, 4c postcards. These one-penny increases, plus a few minor changes in other First Class and Airmail rates, would lift Post Office Department revenues an estimated \$437 million per year.

Hikes averaging about 40% on Second Class mail (magazines and newspapers)—but ranging to more than 1,000% in the case of certain small publications which would be affected by the proposed abandonment of Free-in-County mail—would raise about \$46 million more annually.

► Third Class mail (advertising circulars, catalogues, etc.) would be tapped for about \$85 million more a year, chiefly through a 3c per-piece minimum in the bulk mail rate. That rate is now 2 cents but will rise automatically to 2.5 cents on July 1, in accordance with the 1958 rate raise law.

While every adult who can read and write buys postage stamps, the Post Office estimates that at least 85% of every stamp dollar is paid for by business. Of course, business pays 100% of Second and Third Class receipts. Commerce also accounts for the vast majority of Fourth Class mail (chiefly Parcel Post) but those rates have been upped repeatedly by administrative action and are not cov-

ered by the pending bill, except for educational and library materials.

Postal rates were lifted in 1958, when the 3c letter passed into limbo, and two of the 1958 boosts have yet to take effect. Second Class rates went up about 54% over a 3-year period, the final 18% not due to take effect until January 1, 1961. Third Class bulk rates, boosted 67% in two steps 18 months apart, are now \$20 a thousand, will be \$25 next July, and would go to \$30 if the legislation is passed.

Business decisions are greatly affected by mail rates. Some quarter-million firms, ranging from the giants of industry to the smallest merchant, hold Third Class bulk mailing permits. With a rate raise coming July 1, advertisers will flood the mails in June with their summer mailings.

► Publication advertising rates, particularly among magazines, are dependent on postage rates. Thus advertisers are affected by the outcome of rate legislation, because their ad bill will rise if the publications they use are faced with higher distribution costs. Therefore, almost everyone whose business is selling has a stake of some sort in postal rates.

Efforts to raise mail rates have come almost annually during the past seven years, because the philosophy of Postmaster General Arthur E. Summerfield is that the Post Office is essentially a business, should pay its way.

The postal rate issue has become a political football. Mr. Summerfield's stepping stone to the Cabinet was the chairmanship of the Republican National Committee. A number of his predecessors of both parties followed the same route. A Democratic Congress does not take kindly to the proposals of the ardent Republican in charge of the mails.

On the other hand, Mr. Summerfield has a telling argument which boils down to two words: fiscal responsibility. Irrespective of endless arguments about accounting methods, possible economies in operating costs, and the quality of mail service, the indisputable fact is that the Post Office almost always operates in the red.

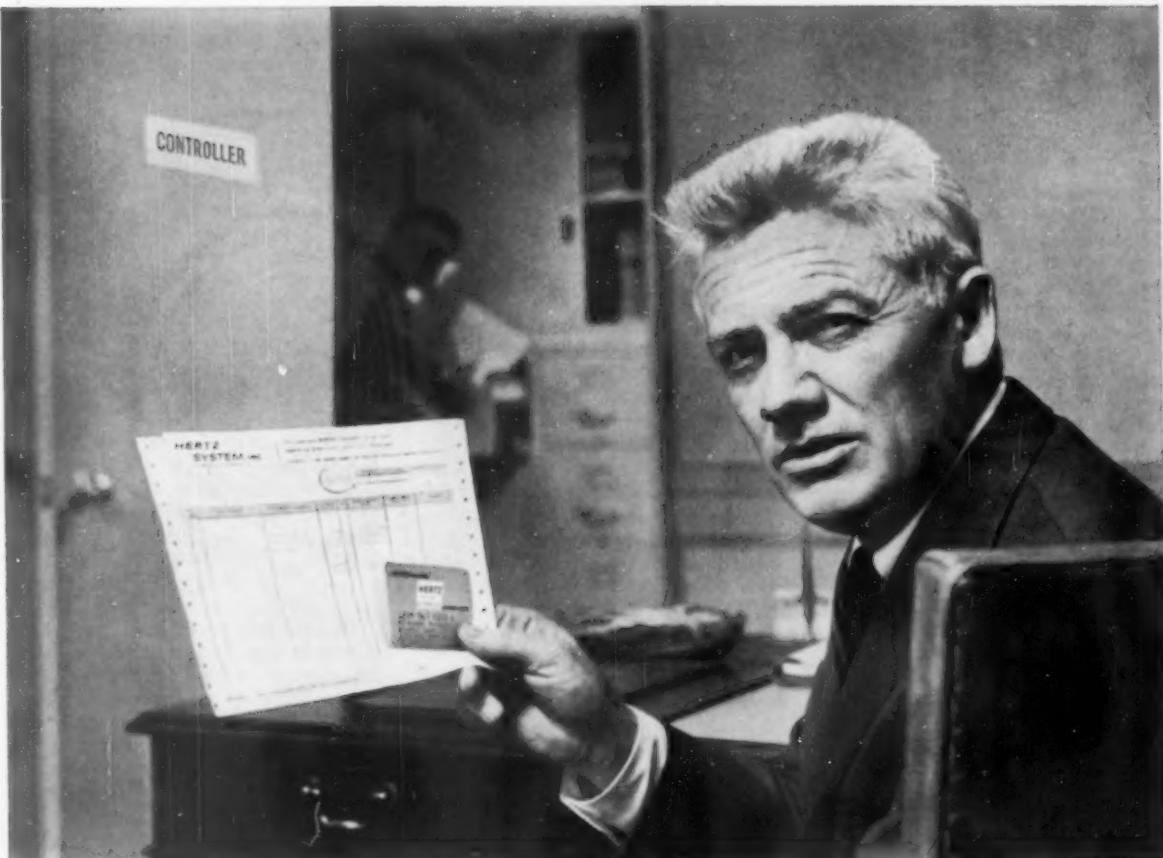
► Complicating the rate picture is the pay problem. Postal employees are strongly unionized, and boast one of the most effective lobbies in Government. At regular intervals, mailmen insist on higher pay. Since salaries are a major cost of operating the P.O., every pay increase adds to the deficit.

Of late the strategy has been to try to match a pay increase with a rate increase of similar proportions. Of course, this does not improve the deficit picture, but at least it keeps it from growing markedly worse. Right now, Congress is debating a pay increase for postal workers and all other Federal employees. Unless successfully vetoed, an election year pay hike seems highly probable.

What are the odds that business will have to face another postal increase this year? Probably about 50-50. Earlier this year a rate hike was written off as most unlikely, but Mr. Summerfield is an indefatigable battler and has made progress. Mail users are worried that a combined pay and rate hike may be passed this session.

Immediate battleground is the House Post Office Committee. Its veteran members know all the arguments on both sides. Hearings are not expected to bring any special delivery surprises. Ultimately, the Democratic leadership of Congress will make the decision, but probably not before the final days of the session. ♦

# "Meet our new accountant! With HERTZ AUTO-matic Charge Cards we get one simple itemized bill!"



**HERTZ CENTRAL BILLING means one bill,  
once a month no matter how many cars we rent!**

"We get complete accounting control over car rentals - no matter how many employees or separate departments rent cars - because Hertz Central Billing suits *our* accounting system. Our HERTZ AUTO-matic Charge Cards speed service for our employees at Hertz counters everywhere."

Get free HERTZ AUTO-matic Charge Card service (it's the charge card service *most* companies use) for your company—or yourself. Simply fill out the handy self-mailer at right. (With Hertz there's no application fee.)



Hertz rents new Chevrolets and other fine cars.



## **HERTZ puts you in the driver's seat!**

# Send in your application for a free HERTZ AUTO-matic Charge Card today!

A HERTZ AUTO-matic  
Charge Card makes  
renting a car  
even easier!

## NO POSTAGE REQUIRED!

Just fill out this  
self-mailing applica-  
tion blank, drop  
it in the mail box—  
and your Charge Card  
is on its way!



**HERTZ puts you in the driver's seat!**

## PERSONAL APPLICATION SM HERTZ AUTO-matic Charge Card



DO NOT USE THIS SPACE

Applicant's Full Name	Residence Telephone No.	Married <input type="checkbox"/> Single <input type="checkbox"/> Other <input type="checkbox"/>
Residence Number & Street	Years residing at this address	Own Home <input type="checkbox"/> Rent Home <input type="checkbox"/> Other <input type="checkbox"/>
City, Zone & State	Age	Eyes <input type="checkbox"/> Hair <input type="checkbox"/>
Employer or Firm Name	Business Telephone No.	Type of Business <input type="checkbox"/>
Business Address Number & Street	Position	Yrs. in Position <input type="checkbox"/>
City, Zone & State	Annual Income:	Under \$5,000 <input type="checkbox"/> Over \$5,000 <input type="checkbox"/> Over \$10,000 <input type="checkbox"/>
Checking Account Reference	Account Number	MAIL CARD and BILLS TO
Bank Name	State or Province	Residence Address <input type="checkbox"/> Business Address <input type="checkbox"/>
Branch or Street Address	City	Address <input type="checkbox"/>
National Credit Card—Co.	Expires	Address <input type="checkbox"/>
National Credit Card—Co.	Expires	Address <input type="checkbox"/>
Driver's License—State	Expires	Address <input type="checkbox"/>
Present HERTZ Card No.	Enclosed <input type="checkbox"/> Lost <input type="checkbox"/> None <input type="checkbox"/>	Address <input type="checkbox"/>
Please issue HERTZ AUTO-matic Charge Cards to me and those named on right for which I assume full responsibility.		
Signature _____ Date _____		
Check this box if you want HERTZ AUTO-matic Charge Card service for your Company		
Issue additional cards for the following individuals with all charges to be billed to my account.		
Wife: _____		
Other: _____		

# Send in your application for a free HERTZ AUTO-matic Charge Card today!

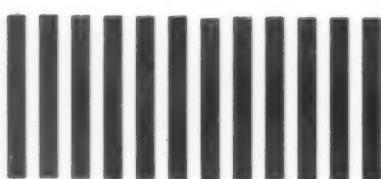


A HERTZ AUTO-matic  
Charge Card makes  
renting a car  
even easier!

BUSINESS REPLY MAIL — First Class Permit No. 35325, Chicago, Ill.

HERTZ RENT A CAR

CHARGE CARD DEPARTMENT  
218 SOUTH WABASH AVENUE  
CHICAGO 4, ILLINOIS



**NO POSTAGE  
REQUIRED!**



Just fill out this  
self-mailing appli-  
cation blank, drop  
it in the mail box—  
and your Charge Card  
is on its way!

HERTZ puts you in the driver's seat!

# Your Own Salesmen Can Help Sharpen Future Sales Estimates

Rely on salesmen and on marketers to provide the basis of an on-the-target sales forecast that is vital to all company operations. Using this method, Controls Co. of America predicted an \$18-million sales jump (51%), and missed by only \$1 million.

In December, 1958, the Controls Co. of America forecast a sales volume for the next year of \$50 million—a 50% jump over 1958's sales.

Actual sales for 1959: \$51 million—only \$1 million, or 2%, off target.

"We are proud of this figure," says Charles M. Stainton, vice president and director of marketing for the 4-year-old firm based at Schiller Park, Ill. "It's \$18 million over the 1958 volume. And we're just as proud of the fact that our forecast came so close to the mark."

The complexities of today's marketing, production and financial operations call for a scientific and detailed method of forecasting. Every company must have a yardstick by which to plan its marketing activities, gauge profit and plant expansion, design products, and guide manufacturing and procurement of materials.

Controls Co. has set up an annual forecast of sales on a 3-year basis, with 6-month forecasts made every three months. Each subsidiary and division, every three months, makes its sales predictions for the next half year.

"Participating in this forecast are not only the marketing executives, but also the general manager, the production, purchasing and finance executives," Stainton explains. In this way, the entire division is clued in on what the salesmen promise to sell. Significantly, the salesman is an extremely important part of this forecast.

"Then, we at the home office compile an over-all forecast from the predictions they send in. We apply to it certain nation-wide economic factors more apparent to us than to the divisional executives.

"The annual forecast, which is de-

veloped into estimates for three years ahead, also starts in each division," he adds. "When it's complete, the sales, production and finance executives of each division must justify it with top management.

"Forecasting for the second and third year is based on this annual accounting plus, frankly, a little crystal gazing," Stainton admits. "We haven't been able to go much beyond three years."

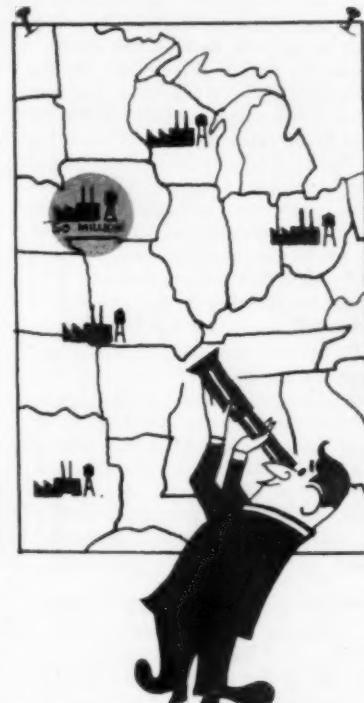
When unexpected economic changes take place, the planning can be adjusted, thanks to quarterly forecasts. For instance, during the first half of 1959, Controls Co. sales ran well ahead of the prediction. During the second half, however, research for the quarterly forecast throughout the whole corporation revealed a shortage of steel among its customers, traceable, of course, to the strike. But the company had the facts and figures before it, and knew just where and how much to amend its plans.

Key man in the Controls Co. forecasting system is the original equipment salesman—the eyes and ears of the Controls Co. "In fact," Stainton maintains, "the salesman who knows his customer's business and who can talk about it freely in his customer's language, can tell us pretty accurately what the demand will be—even what his own sales will be."

This operation requires a minimum of paper work—filling out a few simple forms—and a maximum of know-how, gained by legwork to the door of the customer's engineers and designers.

Does the salesman know, for instance, that his customer has material in his warehouse for 100,000 washing machines?

Such savvy would tell him there's a



potential market for 200,000 switches, 300,000 solenoids and 100,000 mixing valves. How much of this can he sell? If it's that special customer who throws all his business to the Controls Co., the salesman can make the happy—and probably accurate—forecast. If it's a new and unknown customer, the prediction depends on his crystal ball and his "power of positive thinking." If it's a fairly good customer, sales will probably match that of the last six months, allowing for seasonal spurts (summer for the home laundry appliances, winter for heating).

"The good salesman, knowing he has potential like this, will sit down with the customer's designers and engineers, and, with his A-to-Z knowledge of the washing mechanism, will show them what our products will do for their machines," says Stainton. "He may get no more than a trial order at first, but he'll follow it up."

"This salesman's personal 'research' meets many a stumbling block, of course. Tight-lipped customers fear company leaks to competitors. But the

salesman who, over the years, has shown a genuine interest in helping to improve the customer's product as well as in making his own sales quota—and who guards the customer's confidences as zealously as he sells—may find all the information he wants at his doorstep."

The regional and district sales force estimates then go to division headquarters, where the marketing manager adds his own statistics, based on past experience and on his data on industrial trends. He molds the information into a division forecast. (One division has a graduate statistician to do this. In others it's the job of the marketing staff.) The division staff—general manager, sales manager, production manager, controller, marketing manager, etc.—works over the estimates, making sure they can be justified to top management at the December meeting, which will lay out the year's course for Controls Co.

"What do these sales predictions mean to our division?" asks the division manager. "Have we enough material on hand or available to produce what we can sell? Must we expand our plant? Can we handle this particular type of business at a profit? Must we add new personnel, add to the sales force, or to the production force?"

► These questions are answered in the division meeting—long before they're asked by top management. At the end of the meeting, the division manager and his committee draw up the final division forecast, telling Controls Co., in effect: "This is the volume we can handle during the next year, at a profit."

The division committee must be prepared to answer top management's "whys" to every prediction for every product line—timers for washers, timers for dryers, switches, automotive switches, solenoids, etc.

"We hold divisions responsible not only for setting sights too high, but for setting them too low," explains Stainton. "For instance, if a division predicts only a 10% increase and the indications are that the sales for the entire industry will rise 30%, we'll ask the manager what he can do to get another 20%. Perhaps he has a new product, or perhaps he can start promoting an old product that hasn't yet reached its potential."

Controls Co. especially seeks to guard against the manager who purposely under rates his sales potential so he can come through with a sensational gain in performance. Stainton and President Louis Putze insist they have to know about those "startling

## New Product Ideas—from Salesmen

The sales force is the eyes and ears of the Controls Co. of America in product planning as well as in sales forecasting.

**Result:** About 75% of the new product ideas come from the marketing department.

"Sometimes it seems the salesmen can sell best the things we don't make," remarks Vice President Charles M. Stainton, director of marketing. "Again and again, we hear a salesman say, 'I could sell a million dollars' worth if our company made this or that product.' So we say to him, 'Okay, what do you think we ought to produce to serve our customers better?'"

Then the salesmen and the entire marketing department begin to answer that question. They keep new product committees of each division busy sifting the best ideas. Some years as much as 80% of the ideas come from marketing, some years only 60%.

Results are seen in the annual report: "A new direct-spark ignition for use in gas clothes dryer control systems was developed and successfully operated in our laboratories during 1958." . . . "Hetherington, in 1958, began deliveries of hostess switches and reading-light switches for use in jet airliners." . . . "Redmond has introduced an entirely new line of permanent split capacitor motors for use in belt-driven heating and ventilating equipment." . . .

In 1959 about 30 items, either new products or major variations of old ones, made their debuts for Controls Co.

Stainton says most of these marketing product ideas are hatched in talks between the original equipment salesmen and their customers, the engineers and designers. "We try to train our salesmen to know as much about a customer's machines as he does," says Stainton. "When they get their heads together, the ideas will follow naturally."

If an idea gets by the rigorous investigation of a division's new product committee, it goes on to the company's central new product committee, which meets every quarter at Schiller Park, Ill. In this group are the chairman of the board, president, head of each division, operations and marketing directors, director of market research, and the patent attorney.

This group purges the idea of all the "bugs" that can be found on paper. If the idea still survives, it goes into research and engineering.

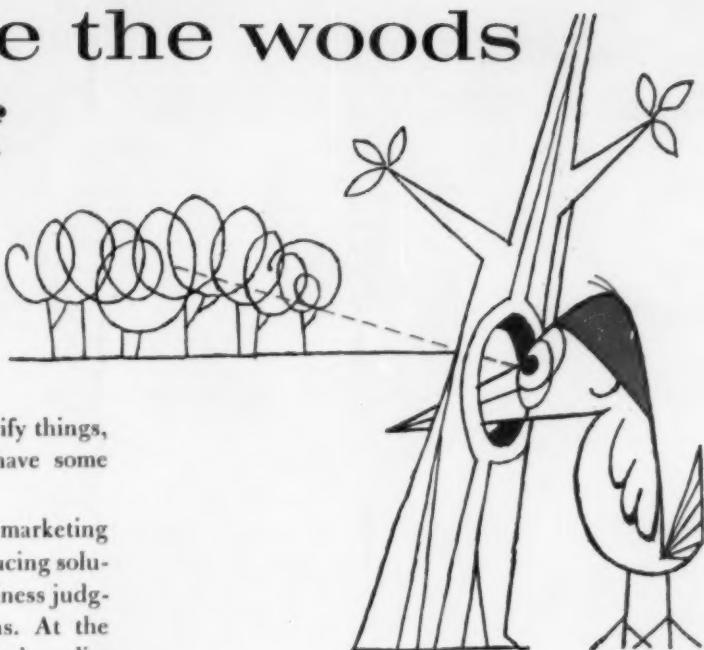
The Cycle-Set Power Timer, a washing machine device in which one button sets the correct length of washing time, temperature, spin and agitation speeds, spent two years in the engineering department while research and experimentation corrected its original faults. But it was an idea believed to be well worth all the effort, from the sales force that gave it birth, to the engineers who perfected it.

Does the company provide any incentives for salesmen to suggest new product activities?

No, says Stainton, because Controls Co. salesmen, mostly engineering graduates, have the built-in incentive—that drive to creativity, and the desire to have a great variety of products.

"The good salesman always has his nose in his customer's business, asking questions about his product and about how our company can help improve it. That's how they swamp our engineering force with product ideas, and that's one more reason why we think the \$2 million Controls Co. spends on engineering research is worth it, every cent of it."

# How to see the woods in spite of the trees



Marketing research is supposed to clarify things, not confuse them. Yet many people have some pretty confused mental pictures of it.

There are those, for instance, who see marketing research as an automatic method of producing solutions to problems, as a substitute for business judgment, a way to avoid making decisions. At the other end of the spectrum are those who take a dim view of marketing research as so much expensive hogwash, a kind of legal swindle.

Both kinds of people are missing the tangible benefits which could come to them out of a clearer view of what marketing research is and can do.

Marketing research is, of course, nothing more or less than an organized way of getting information. It can develop facts and conclusions which will help minimize errors in marketing judgment. Rightly used, it is a profitable investment. Wrongly used, it is a waste of money.

While there is no pat formula for making marketing research pay off, there are a few fundamental steps which go a long way in that direction.

**First:** Know what you *don't* know. That is, isolate and define the areas where you really need information on which to base decisions. (Make sure that the "needed" information doesn't already exist in your company files. This happens.)

**Second:** Evaluate results *realistically*, facing the bad along with the good. Don't shade them to confirm a preconceived idea. Much of the value of research lies in the honesty of its interpretation.

**Third:** *Do* something about it. Too much research is looked at, then filed. And use the results *creatively*, to make better advertising or better salesmen or better distribution or a better product—and more profit.

Our affiliate organization, Marsteller Research,

Inc., works with many of our advertising clients, and is also retained by a number of companies that are not our clients. Marsteller Research people are experienced in a broad range of projects including the formulation of basic marketing policies and methods, the exploration of new markets, evaluation of sales performance, market and sales potentials, new product introductions, and many others. They have helped several companies organize marketing research departments of their own.

Whether or not you have an immediate need for marketing research, you might find it helpful, for future reference, to know more about how this research organization goes about its job. We'll be glad to send you a booklet called, "Questions and Answers about Marsteller Research, Inc."

*Marsteller, Rickard,  
Gebhardt and Reed, Inc.*

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Coming soon...a new way to reach  
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June 7-23, 1960

increases" beforehand, so they can gear procurement, expansion and production accordingly. New divisions, incidentally, seem more inclined toward conservative estimates on new business, Stainton notes.

Managers must explain the source of their potential increases in detail: "We have a brand new timer in production. By June it will contribute \$250,000 to our volume." . . . "Our division is working on an automatic switch. We expect it to be ready by June 1960, and to realize a half-million dollars from it." . . . "We expect the new Cycle-Set Power Timer, on the market more than a year, to bring in a half-million dollars more than last year because X Co. plans to use it on three more models."

Then assurances are gained all around that the material, manpower, finances and production machinery are able to match the sales with output.

Detailed forecasting like this not only raises the salesman's morale by giving him an incentive, but it demonstrates how his thorough knowledge of his customer's business can pay off, Stainton believes. "With such close touch with our customer needs, Controls Co. is not likely to find itself out-designed and out maneuvered," he adds.

"We don't claim our forecasting system is perfect. We know we didn't hit all divisions and all products on the nose in 1959. We're working steadily on a more reliable forecasting system, to eliminate some of that 'crystal ball gazing' in the second and third year predictions." •

### Drug Communications— Rationale

"Our expenses for salesmen, plus the cost of advertising, together account for approximately 6 cents of each dollar that the consumer spends for Lilly products," declares Eugene N. Beesley, President, Eli Lilly & Co.

"Of that 6 cents, 4 cents is required to pay for the service that is rendered by our salesmen. Two cents goes for professional journal advertising, direct mail promotion, and product samples.

"I submit to you," Beesley adds, "that 6 cents of the consumer's pharmaceutical dollar is not an exorbitant price to pay for such a professional communications program."

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**...on RCA Custom premium records!**

Here's a premium that plays back in profits — self-liquidating RCA Custom premium records.

RCA records are the flexible premium, pin-pointing your market with hand-picked repertoire from RCA Victor's big-name catalog. Take your choice of singles or albums . . . stereo or monaural.

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## THE 10 BIGGEST MISTAKES EXECUTIVES MAKE

# Hoarding Authority and Responsibility

By DON H. SCOTT  
Don Scott Associates

Part of a luncheon conversation between two middle echelon executives:

"Ted, you just can't hire competent people anymore. My staff simply doesn't have the same interest in the job that I have. When I give people something to do, they're back every few minutes pestering me with questions. They never seem to take a job and simply finish it. It's much quicker to do it myself."

"You know, Bob, that's the conclusion I've come to. If you want anything done right, do it yourself, I always say."

One has to admire these two do-it-yourself fans. They have to put up with so much from inferior personnel.

But just for fun, let's take Bob's case and analyze it as it actually is. To pick up more insight, we might start the analysis by listening to some of the people who are associated with him—for instance, an employee, Bob's boss, and Bob's wife.

**Employee—**"This bird, Bob, is a prize! He's scared to death that you're going to make a mistake, so he constantly checks every phase of every job he gives you. He never fully explains the objectives of a job so you can think for yourself. Rarely does he give me an assignment that I don't think I could do better than he could, if he would only let me alone. Another thing, don't do one bit more than he gives you, because he'll only make you do it over his way and the time is lost. I've put in for a transfer because I'm not learning enough here to help me move up. And I'm not the only one. Whenever you go into his office, there are usually about three others standing around waiting to ask him something, and all of our customers have learned that they have to go through his phone, so it's ringing all the time. He thinks it's because they like to deal with the boss. What he doesn't realize is that they don't care whom they deal with so long as they get dependable service, quickly."

**Boss—**"Bob works hard but we can't promote him to that new job. First, he hasn't developed anyone to take his place. Second, he just doesn't seem to be able to get out the work or to meet any of the deadlines set for him. He has never had the time to study up on the responsibilities ahead of him and I'm afraid he isn't ready. He has a part in every job that takes place in his section, which is bad enough at his level, but what happens at the next level when his responsibilities double?"

**Wife—**"Poor Bob is overworked. They just expect him to do everything down there. He never gets home for dinner until after eight o'clock, and he works nights about three times a week. The load is going to kill him and they just

don't seem to appreciate it. He hasn't even had a raise in over two years."

Poor Bob; if he gets a raise, they must really be confused. He has never learned that men who deserve raises are men who develop others. In today's business, a doer is worth peanuts. A developer has unlimited value. The man who can distribute a great work load over many employees is on his way. So are his employees.

Here's the rub. We all have some "Bob" in us. As a matter of fact, he is the prototype for the **great majority** of managers. What makes us like this? Two things contribute: lack of knowledge and lack of courage. When large groups of managers are asked to analyze why other managers don't push responsibility down the line, a list something like this results:

Fear that employees will not do the job well enough.

Fear that employees' lack of know-how will reflect on them.

Believe it is quicker to do than to teach.

Don't do enough planning.

Believe they would be shirking their own responsibility.

Believe they should know everything going on in their section.

Afraid someone else will learn enough to threaten their job.

Afraid their employees already have too much to do.

Don't believe their employees are capable enough to learn.

Then, when managers are asked to list the advantages of passing down responsibility, this list results:

Frees the manager for creative work of planning and development.

Develops personnel.

Cuts costs because managerial time is more expensive to purchase.

Promotes higher morale—happier employees.

Sharpens decision making because employees are nearer to the actual work being done and have quicker access to the facts.

Saves time because communication up and down the line is not necessary.

The only logical conclusion is this: **Decision making should be pushed to the lowest level of the organization at which facts are available to make the decision.**

Of course, the catchword in this axiom is "facts." Facts, not only in the form of data, but in the form of know-how.



You might say that decision making can be pushed downward only when people are trained to make decisions.

This puts responsibility on the manager's shoulders. He must either know the job he is to teach, get someone who does, or hire an employee already trained. He should understand that to do a good job an employee must have two things: a thorough understanding of the job to be performed and the will to do it to the best of his ability.

If you are the manager who thinks that people today are not as competent as they used to be, think about it again. They are far better educated and can learn jobs faster.

The same old incentives that existed with Adam and Eve are still around, and will be in 2000 A.D. Of course, if we don't do anything about understanding and applying these incentives, they can't help us much. And business is not the same. It grows more complicated every day. Although fundamentals never change, complexities have accumulated in other ways. Labor relations (35 years ago some of today's union contracts would have been unbelievable), tax laws, and such other legislation as FTC, ICC, SEC, Sherman, Robinson-Patman, etc., have all contributed to making today's business harder to run.

The manager has enough work just in guiding his enterprise through the maze of legalities without bogging himself down in details which someone else could do. People, if anything, are not the same, they are better than they used to be, but they must be better yet. Today's manager's biggest job is to contribute to constant improvement of personnel.

Fortunately, he can accomplish two things in one step: The mere act of pushing decision making down is a development process, if done right.

The word "decision" seems to frighten a lot of managers. They picture personnel running off with the company. They seem to believe that chaos will result when this "decision making" gets out of the manager's hands. The trick is that it never really gets out of your hands. All authority flows from the man at the top. The president's responsibility is the sum total of everyone's responsibility in the organization. He can never free himself from it. He can, and should, delegate work to those below him, in the form of assigned responsibilities. He is, in effect, merely breaking off chunks of his own responsibility and handing it to someone else.

But in order for someone else to carry out the responsibility, the manager must also hand down commensurate authority. It is within this chunk of responsibility that the employee must be allowed to make decisions. He, in turn, should be allowed to break off pieces and hand them down the line. He should make sure, as well, that the piece is

composed of responsibility and authority in commensurate measure. All along the line within an organization, each manager's responsibility is the sum total of all responsibilities below his level (and in his line). He should be allowed to delegate responsibility and authority, but he can never relinquish his accountability for results.

The latter seems to inhibit delegation. We are hesitant to put ourselves in the position of accounting for performance of others. We feel that control is lost when the job gets out of our hands. We fail to realize that even though some control may be given up, the gains are much greater than the losses.

Most managers find that delegating jobs gets them done more efficiently than they could have done them themselves. For one thing, the employee down the line has more time. For another, he takes the job more seriously. To him it is a bigger job. It often represents opportunity, and rightly it should. A wise manager hands down responsibilities with the understanding that the way in which they are executed is a measure of the employee's efficiency.

At times the employee will fail miserably in the handling of an assignment. When he has failed, it is usually for one of two reasons. Either he did not understand the job, or he lacked motivation. Both of these reasons are well within influence of the manager. If the employee did not understand the assignment, the manager has only himself to blame. There are established methods of explaining which guarantee understanding, if the mental ability is commensurate with the assignment. If a manager understands people, he can usually get the job done well.

The only other threat to accomplishment might be a physical or emotional influence beyond his control. Such a thing could just as easily handicap the manager if he were doing the job. But they are definitely the exception.

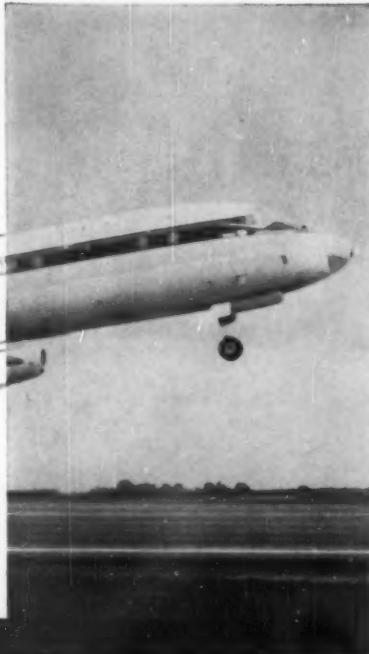
Too often in the assignment of responsibility, the employee is placed in the position of having to think with his boss's head. He has not been told the "why" of the job. He has been given a task to perform but no one has explained that task in relationship to organization objectives. He is left no room for initiative. He cannot think, so he

#### NEXT ISSUE

#### Mistake No. 6

"Ignoring the Human Factor  
in Pay Plans"

You  
wouldn't  
build  
half an  
airliner . . .



Like an airliner, a business transaction isn't worth much until it's completed . . . when your invoice is paid. After you've made the sale and the shipment, AMERICAN CREDIT INSURANCE helps you finish the job . . . completes your profit cycle . . . protects your capital investment in accounts receivable.

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...commercial credit insurance exclusively since 1893

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### Hoarding Authority and Responsibility

(continued)

must guess. And when one guesses, the odds against being right are greatly increased.

We often measure an employee's efficiency in a situation by what we would have done in the same situation. We forget that we would have had far more facts than he had. Naturally, the more facts, the more valid the decision.

It might be said that your development job is still undone when there is no one working for you who does not know everything you know about the manager's job. It has been said that everyone who works in an organization has three jobs:

1. The job ahead of his—which he must learn.
2. The current job—which he must do.
3. The job below his — which he must teach.

In a survey of fifteen hundred middle-management personnel, all claimed that their highest ideal of good working conditions was to be free to do the job without constant supervision. Not one minded a heavy work load if he could do his own planning and thoroughly understood all his responsibilities. No one liked to go to his boss with questions about the job, but practically all felt that they had to.

Most trouble in the area of delegation seems to stem from the manager's inability to understand himself. The principles behind delegation were discussed with many do-it-yourselfers. They all agreed wholeheartedly with the idea of delegation. They even pointed out violations by many of their peers. They related incidents proving that this never happened to them. They criticized others at length for not delegating to, and using, their personnel. It didn't occur to one of them that he himself was a case in point.

To develop your own managerial ability, work at seeing yourself as others see you. Make an honest attempt to blame yourself for any unfortunate occurrences in your division. Look back and see if you couldn't have forestalled the incident with better training of personnel. All this is hard on the ego but wonderful for making better managers. After all, taking the blame is one reason for your salary's being higher than that of those who work for you. ♦

# Marketing for money— wherever it is!

The Sales Manager looked at the cluster of pins on the map—symbols of denser distribution, more active outlets, higher sales.

"We're marketing for money," he said, "wherever it is. Let's put most push where we've got most pins!"

For such sales situations, **SUCCESSFUL FARMING** has a potent new sales tool—the 24 State and Regional Editions, in addition to the National Edition.

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With circulations ranging from 68,000 to 600,000, the editions give the advertiser all the advantages of **SUCCESSFUL FARMING**, editorial excellence, fine visual presentation and reproduction, full color, long life—and the same service content of better living and better farming which has made SF a door-opener for generations in the homes of the nation's best farmers. And for massive sales impact, **SUCCESSFUL FARMING**'s National Edition delivers more than 1,300,000 circulation.

The **SUCCESSFUL FARMING** farm families have large farms, averaging 336 acres with eleven permanent buildings. Highly mechanized, in 1957 they accounted



for 70% of all U. S. cornpickers, 63% of all pickup balers, 54% of all combines, and 51% of all side delivery rakes. Big businessmen in the big industry of agriculture, they have money and means for all quality merchandise contributing to higher living standards, or greater productivity and profits.

Combining *influence* and prestige, based on 57 years of service, and farm subscribers with high incomes . . . estimated annual average cash income from farming alone of around \$10,000 for more than a decade . . . **SUCCESSFUL FARMING** markets for you, in the markets with money!

Call the nearest SF office for data and details.

*Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans.*

## Successful Farming

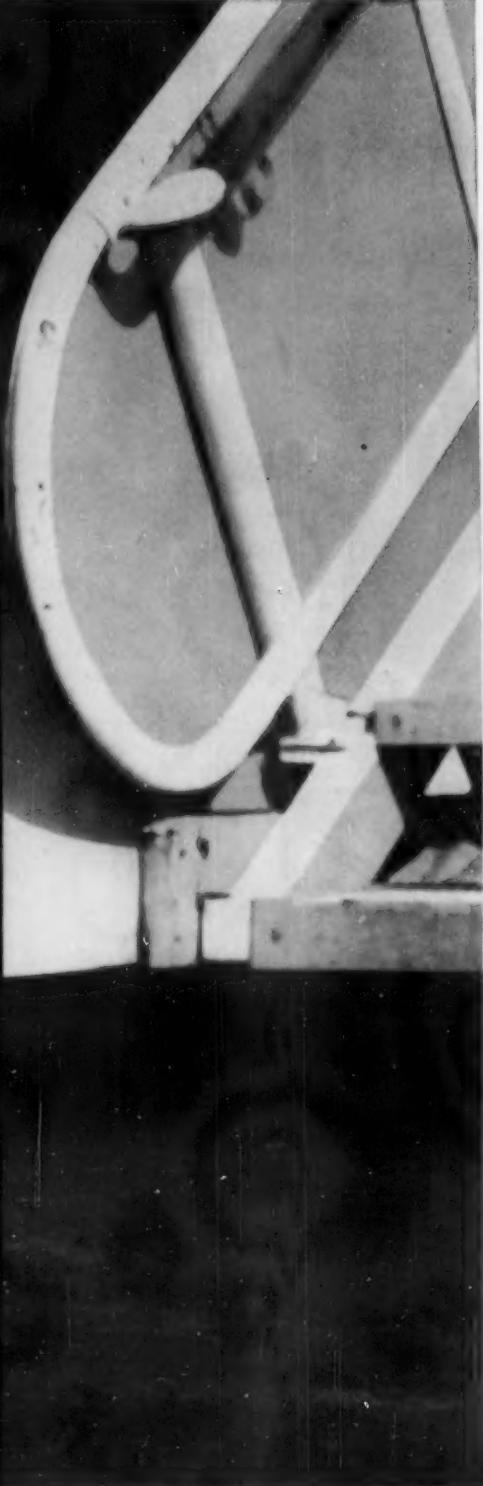
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# CHILTON'S MARKETING

60 Sales Management May 6, 1960



# How Chilton's M-A-P can help you establish **MARKET POTENTIALS**

Keeping up with changing marketing conditions is seldom an easy job. Today you will find that Chilton has moved forward in this area with more complete marketing counsel and research facilities than ever before. They are embodied in M-A-P, a penetrating Marketing Assistance Program.

Chilton's M-A-P offers the services of a fully staffed research department that draws upon the professional skills of psychologists, statisticians, survey technicians and economists. It makes available timely data on buying influence; developments in new products; fast-moving marketing trends; information gathered at great cost to give better direction to your selling and advertising.

Chilton's 17 business publications add to the depth and breadth of M-A-P. Each has a wealth of timely information acquired through years of experience. Chilton's standards of editorial excellence are now linked with stronger and more complete marketing tools for advertisers. A Chilton representative will be glad to confer w'th you.

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# ASSISTANCE PROGRAM



“The guys on your club car don't read it?  
I couldn't care less! We need volume, and the  
New York News has it—plus 2,200,000 exclusive  
readers we can't reach in any other New York daily  
paper. And 65% of them are in families in the  
over-\$5,000 bracket. That's good enough for me.”

# How Pepsi Guides The 'Distributor's' Marketing

Pepsi-Cola's non-selling ambassador, the "district manager," coordinates the bottler's entire marketing program—insures the adoption of Pepsi's new national programs by showing the local bottler how to implement them for his specific market.

A vital part of any marketing program is getting it across to your dealers and distributors, and at the same time, gearing the plan to their specific local needs.

Pepsi-Cola's solution to this problem has been to develop a key man, the "district manager," whose main purpose is to provide the bottler with a complete picture of his market area and suggestions on how to get the most profit from the marketing operation. The DM's job becomes a difficult one when you consider that he sells no product and does not manage salesmen. Instead he sells a basic marketing program. Says Bill Durkee, Pepsi's v-p of marketing: "It is the

district manager, fulfilling his unique assignment, who forms the backbone of Pepsi-Cola's marketing effort."

The ideal district manager, says Durkee — himself a former DM — should be a combination of media specialist, marketing strategist and supersalesman, as well as a cost analyst and diplomat. How does Pepsi find men to meet these exacting qualifications?

Approximately 85% of DM's have had previous beverage experience as route salesmen or route managers. However, Pepsi considers any men who have shown promise in marketing, or ability to organize. Successful district managers have even come

from the ranks of radio and TV commentators as well as broadcasting promotion people. One surprisingly successful candidate was a former football star who had started out as an accountant and found he got a greater satisfaction from sales.

In the one week that the district manager spends with each of his bottlers, he analyses and discusses his entire marketing operation for the coming year. His work may be divided into four areas:

1. Determining the best advertising media for the bottler in relation to competition and range of his distribution.
2. Checking the effectiveness of salesmanship on route development.
3. Making a detailed examination of merchandising and product control.
4. Compiling a definitive report on production methods and general plant operation.

The district manager's visit begins with an examination of production facilities — in this case the bottling line. Here he makes quality control tests and packs samples for shipment to a product lab. He also takes in-



PLANT SALES MEETING—the district manager presents his suggestions for increasing sales and marketing effectiveness. After surveying advertising, marketing and distribution, the DM offers salesmen and routemen a plan.



CHECKING ROUTE DEVELOPMENT, the DM accompanies bottler's routeman on his rounds, helps in setting up super market displays.



Wheaton is a dependable long distance moving organization—offering a world of personalized and industrial services. Wherever you or your employees are moving—anywhere in 50 states or overseas—call your reliable Wheaton agent for prompt, safe service.



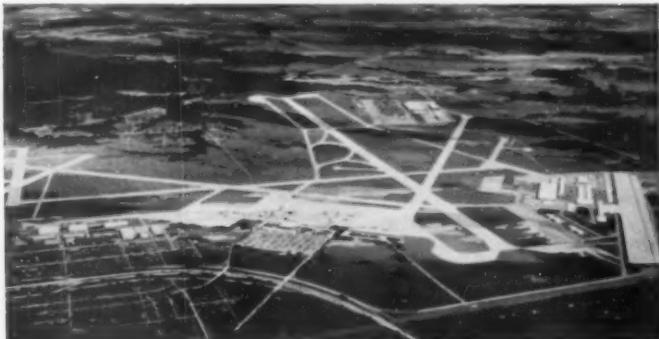
General Offices: Indianapolis, Indiana

Your Wheaton agent also moves trade show displays and exhibits; electronic devices; office equipment.

LONG DISTANCE MOVING—50 STATES

In the West, call  
**LYON**  
VAN LINES, INC.

OVER 525  
AGENTS IN ALL  
PRINCIPAL CITIES



## TULSA'S new \$35,000,000.00 AIR TERMINAL

This new project will not only mean greater payrolls and construction, but puts Tulsa ahead of most mid-western cities for the jet age. For real response to your advertising, select bustling, vital TULSA, one of the TOP FIFTY markets in the U.S.! Remember, you're not "in" Oklahoma, unless you're in Tulsa.

For More Business, Use the Oil Capital Newspapers



Represented Nationally by The Branham Co. Offices in Principal U.S.A. Cities

ventories of merchandise and advertising materials.

By no means confining himself to the plant, the district manager accompanies routemen on their early morning rounds. At service stations he checks coolers and vending machines. In grocery stores he builds displays and notes competitive products.

In his analysis of advertising needs, the DM calls on one of Pepsi's nine regional offices, each containing a specialist in advertising, equipment engineering and syrup sales, plus a marketing manager and a specialized markets analyst. The advertising program prescribed for the bottler is a result of the district manager's and regional office's analysis of the bottler's local market.

What emerges from the DM's total investigation are two huge final reports. The first is a corrective blueprint which helps the bottler to eliminate waste, reduce production costs and determine the most profitable media for local advertising. The second is a detailed analysis of Pepsi's competitive position in the local market as established by two surveys made during the week.

Near the end of his study the DM holds a plant-wide meeting to discuss the effects of route development on sales. Finally, he has a special session with the bottler, in which he presents suggestions on advertising and production control.

► The DM also represents a source of good will to the bottlers — appearing as an interested ambassador from the parent company.

Training for the DM is handled out of the regional office. The trainee is hired here by the regional manager. He works under the close supervision of a marketing specialist, as a member of a team that operates within a region. In this capacity he: (1) helps gather details on competitive products; (2) does promotion work—setting up displays, taking elementary surveys of consumer package preferences; (3) compiles figures on available media—radio, TV and newspapers; (4) travels the truck route with experienced salesmen—tracing the operation down to its ultimate selling point, and finally (5) works with production people inside the plant — learning the fine points of manufacture and control.

The district manager works on straight salary plus expenses—starting at about \$5,000 and rising to \$9,000. Because of Pepsi's constant expansion, with many DM's going on to bigger and better positions, the turnover at district manager level is almost 100% every three years. Many men with this broad basic experience even-

# who needs

"yes  
men"?



**YOU  
DO!**

**(You can't sell anything without them)**

Every month, New Equipment Digest reaches thousands\* of "yes men" at the moment they're ready to say "yes"—when they are MEN READY TO BUY!

These important buying influences extend across all of your key markets, and they have the authority to initiate or O.K. most every purchase order in their plant.

Reaching these key men at the right time is the selling climate N.E.D. sets up for advertisers. That's why more advertisers than ever before are using N.E.D. to: (1) search out new applications for their products (2) locate new buying influences (3) uncover important new customers in all industries and (4) maintain complete coverage of their present customers and prospects.

For an up-to-the-minute picture of industry's most active buying group, write for N.E.D.'s 1960 Data File: "Profile of Men in Industry Ready to Buy."

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EQUIPMENT  
DIGEST**

NED

BPA

\*Now over 85,000 copies (total distribution) In over 46,000 industrial plants

tually prove to be very valuable in the upper levels of management. Others become marketing, vending or advertising specialists within their region.

In the hierarchy of Pepsi's marketing structure, the 106 district managers are responsible to the nine regional offices, with their specialized departments. These, in turn, are supervised by four field divisions, each headed by a vice president.

The DM also plays a large part in new programs and products brought out by the national company. The latest of these is a \$20-million automatic vending machine program. The DM, in his final report on local market potentials, recommends vending machine locations to the bottler. (The machines, purchased by the bottlers, are often financed through the parent company.)

In an effort to increase distribution, Pepsi has begun an intensive drive to capture an important position in the fountain syrup market — which represents 100,000 potential retail outlets throughout the country. This program includes a new, lighted fountain dispenser, with syrup supplied by the local bottler. The DM's responsibility here is to encourage use of the dis-



**QUALITY CONTROL TESTS** are an important part of the DM's job. Here he measures syrup's density; later he packs several samples for shipment to the regional lab.

penser in local shops, and to make bottlers aware of the new market's importance.

To promote sales, Pepsi's total ad budget for 1960 will reach \$32 million, up \$4 million from 1959. This expense is shared equally by the parent company and local bottlers. As usual the greatest chunk goes into newspapers, magazines and TV.

The latest national approach is a \$1.5-million radio campaign, covering four major networks. The national schedule includes 218 announcements a week during a 5-month period. In addition, bottlers will spend a considerable sum for local spot-commercials. Pepsi estimates that its radio campaign will make 5.5 billion listener impressions. •

SGD

## *Greensboro -* GREEN THUMB OF THE NEW SOUTH'S MARKETS

***In The Top 20 In Total Retail Sales***

### **Quickest Route to Automotive Sales**

Greensboro's automotive sales stand out in the NEW South's top 25 markets, bumper to bumper with Charlotte, Chattanooga, Knoxville and other key markets. Drive for greater sales via the Greensboro News & Record—the only medium with dominant coverage in the Greensboro Market and selling influence in over half of North Carolina. Over 100,000 circulation; over 400,000 readers.



*Greensboro — In the Top 20 Retail Markets of the South and in the Top 100 of the Nation.*

Write on company letterhead for "1959 Major U. S. Markets Analysis" Brochure of all 292 Metropolitan Markets.

# ***Greensboro News and Record***

GREENSBORO, NORTH CAROLINA • Represented Nationally by Jann & Kelley, Inc.

WHEN THE FOCUS IS ON **FASHION** — REMEMBER

# The Chicagoans with more money to spend...spend more time with the **CHICAGO DAILY NEWS**

The Chicago Daily News is read by families whose median income is \$1070 a year higher than Metropolitan Chicago as a whole. These are the people who spend more on fashions...and on food and

furniture too, for that matter. What's more, the Daily News median adult reader spends at least 35% more time with his paper than readers of the other Chicago dailies.



# SHERATON

## -PORTLAND HOTEL

Lloyd Center, Portland, Oregon



Here's a brand-new luxury hotel that combines indoor-outdoor living with these ideal convention facilities:

	Banquet Capacity	Meeting Capacity
Grand Ballroom	850	1,200
California Room	80	120
Oregon Room	80	120
Washington Room	75	100
Combination of Grand Ballroom and Pacific Suite	1,150	1,600

**Additional Features:** Five other "Hospitality" rooms, each seating 25 for banquets, 40 for meetings; TV and air-conditioning; free parking.

John H. Moore, Sales Mgr.

## SHERATON the proudest name in HOTELS

COAST TO COAST IN THE U. S. A., IN HAWAII AND CANADA

### EAST

NEW YORK  
Park Sheraton  
Sheraton-East  
(the Ambassador)  
Sheraton-Atlantic  
Sheraton-Russell  
  
BOSTON  
Sheraton-Plaza

WASHINGTON  
Sheraton-Carlton  
Sheraton-Park  
  
PITTSBURGH  
Penn-Sheraton

### BALTIMORE

Sheraton-Belvedere  
Sheraton-Baltimore Inn  
opens Fall, 1960

PHILADELPHIA  
Sheraton Hotel

PROVIDENCE  
Sheraton-Biltmore

SPRINGFIELD, Mass.  
Sheraton-Kimball

ALBANY  
Sheraton-Ten Eyck

ROCHESTER  
Sheraton Hotel

### BUFFALO

Sheraton Hotel

SYRACUSE

Sheraton-Syracuse Inn

BINGHAMTON, N. Y.  
Sheraton Inn

### MIDWEST

CHICAGO

Sheraton-Blackstone  
Sheraton Towers

DETROIT

Sheraton-Cadillac

### CLEVELAND

Sheraton-Cleveland

FRENCH LICK, Ind.

French Lick-Sheraton

### CINCINNATI

Sheraton-Gibson

ST. LOUIS

Sheraton-Jefferson

OMAHA

Sheraton-Fontenelle

AKRON

Sheraton Hotel

DETROIT

Sheraton-Cadillac

INDIANAPOLIS

Sheraton-Lincoln

DETROIT

Sheraton-Cadillac

INDIANAPOLIS

Sheraton-Montrose

CEDAR RAPIDS, Iowa

Sheraton-Montrose

### SOUTH

LOUISVILLE

Sheraton Hotel

The Waterson

DALLAS

Sheraton-Dallas

NEW ORLEANS

Sheraton-Charles

MOBILE, Alabama

Sheraton-Battle House

SIOUX CITY, Iowa

Sheraton-Martin

SHERATON-CARPENTER

SHERATON-CATARACT

INDIANAPOLIS

Sheraton-Lincoln

DETROIT

Sheraton-Cadillac

INDIANAPOLIS

Sheraton-Montrose

CEDAR RAPIDS, Iowa

Sheraton-Montrose

DETROIT

Sheraton-Cadillac

INDIANAPOLIS

Sheraton-Montrose

CEDAR RAPIDS, Iowa



Supp-hose



## Just Supp-hose: An Elastic Stocking Succeeds

Supp-hose stockings, Kayser-Roth Corporation's three-year-old sales bonanza, is two success stories in one. There's the obvious one in the traditional hosiery market place. And there's the new role as a highly successful package goods item. When the New York company first brought out Supp-hose stockings, there were great expectations for it as a hosiery product. But as "package goods merchandising and advertising techniques" were applied, Supp-hose stockings emerged as a hybrid. To wit: a soft goods product with a package goods potential.

Obviously, there's a lot of money in this stocking that gently supports and yet has a high fashion look. Until Supp-hose came along, elastic stockings had about as much fashion appeal as the varicose veins they covered. Yet, not even K-R ever dreamed the market was as big as it is. Today the company is spending three to four million a year in advertising Supp-

hose stockings, probably the most advertised hosiery item and, again probably, the greatest single-item advertiser in the soft goods field.

From the beginning, Daniel & Charles, the Manhattan agency that creates Supp-hose advertising, has stressed two themes—high style and comfort. (Supp-hose has both a women's and men's line. But since men who need support for tired legs don't need a stocking that will pass the scrutiny of a searching eye, the women's end of the business has gotten the bulk of promotion.) The agency, with an ad budget that has increased in direct ratio to Supp-hose sales, has used TV spots, magazine space, and now transportation ads. Each ad is characterized by a smart, fresh approach, sells with such catchy copy as, "On your feet a lot?" The idea behind all the ads is the same: Reach the customer as often as possible and (notably with transportation ads) when they have tired legs.

The ad budget has more than trebled since inception—proof of Supp-hose's success. Says Charles Goldschmidt, agency board chairman, "Our program, from the beginning, has been twofold: First, educate the public to the value of the product, stressing the point that a supportive stocking can be attractive. Second, back this up with a strong advertising program."

To hammer home the high-style angle, Goldschmidt pulled off a real coup by photographing models at the Paris showings wearing Supp-hose stockings. Even he won't admit how he managed to crash those golden gates of fashion. But the film clips, used as TV spots, caused a minor earthquake along Seventh Avenue.

Supp-hose stockings have caused a few tremors of their own. As is the case with many new products, there are several cross-suits between Kayser-Roth and a number of manufacturers who are now making similar stockings. •

HW



**-SM+**  
THEY'RE  
IN  
THE  
NEWS

BY HARRY WOODWARD

**'Go West, Young Man'**

. . . J. W. Watson never recovered from Horace Greeley's advice and look what happened: He's in California, far from his native (Richmond, Va.) hearth, and just elected v-p and general sales manager, Industrial Division, Kaiser Aluminum & Chemical Sales, Inc. A studious-looking 43, Jack Watson was graduated with the class of '40 from Virginia's Washington & Lee University, went to war (emerging as a Captain in the Army Corps of Engineers) and then joined Kaiser Aluminum in '46, as a salesman in the company's Los Angeles office. Kaiser shifted him around the country; district manager, Seattle; division sales manager in Cleveland. Then came his first taste of sales glory: Pacific Coast sales manager. In '54, he fit neatly into a different sort of slot—director of public relations and advertising. But three years later he went back to sales as general sales manager of the Industrial Division of Kaiser Aluminum. We asked him what he thought would be the biggest challenge in his new post. Said he: "Staying on top of the constantly changing sales and marketing situations that characterize today's aluminum industry! Few people in the industry—big or small—are standing pat in sales or production. Instead of being content with precedent or traditional markets, most aluminum people are looking ahead and pushing hard on new products, new markets. Which means problems—or the right kind—that come with growth." Watson spends half his time on the road, visiting 49 Kaiser Aluminum sales offices from coast to coast. So his hobby (aside from being a spectator at sports events) is his family, including three girls and a boy.

### The Mass Marketer

At 44, Herman L. Johnson, son of a Woolworth executive, has moved into the president's chair at **Hazel Bishop, Inc.** He came into the company in 1956 as v-p, with special emphasis on applying his mass marketing experience to Hazel Bishop's products. Last year he moved up to the executive vice presidency. But he's been champing at the bit to take a firmer hold on Bishop's loosely held reins. For Johnson's entire career (he started as a stockroom clerk in a Woolworth store) has been an intense study of all aspects of mass marketing. Take, for instance, what he did for the brothers Westmore, of Hollywood. They invited him to join their company as an officer and substantial shareholder. As chief executive officer, he pushed the Westmore cosmetic business from \$400,000 a year to \$3 million. . . . Or take his war work: His job was to administer Army prisons throughout the U.S. He reorganized the military rehabilitation system, introduced special training programs to bridge the gap between incarceration and productive tours of duty. . . . Later, he founded his own national sales organization, handled such products as Fitch's, Vicks, Wildroot, etc. Johnson is going to be struggling in the rough, tough, no-holds-barred cosmetic industry. And he can get tough if need be.



### The Interference Runner

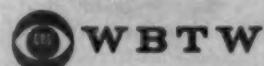
If, in the next few months, **Landers, Frary & Clark** wonders what hit it, the answer is a football player. **Paul G. Garrity**, ex-Harvard varsity, has accepted a challenge in joining the manufacturer of Universal, Dazey, Handy-Hannah, et al., as vice president of marketing. Garrity, a crew-cut, boyish-looking extrovert, is best remembered for the marketing magic he performed at Schick Inc. During his stint as v-p of sales the company hit the highest sales and profits in its history. He'd spent the previous four years as a salesman in the field. As New England sales representative he increased territory volume 50% in less than six months, was rated the company's top salesman. Earlier he had doubled Schick's sales volume in the New York-Pennsylvania territory.

Why has he joined LF&C, a company that admittedly has been sliding? He figures it's the next best thing to running a company of his own. "Challenge. A chance to take a company that isn't the biggest in the appliance business and try to make it a giant." Garrity, New Hampshire-born, went back to Harvard after World War II, got a Master's in business administration and joined Swank Inc. He wanted to affiliate with a smaller company, where he could learn business in microcosm, "where, frankly, I didn't stand so great a chance of getting lost." Within a year he knew he wanted a sales career. . . . Paul Garrity joined Schick in '54, tore up the sales ladder so fast the company had trouble deciding which rung he was on. What he did for Schick he thinks he can do for Landers. Thinks? He knows.

**Spring—and Florence—  
have arrived.**

The climate's right for Florence,  
symbol of the new South.

Industrial plants bloom and agriculture thrives in  
this unique single-station market. Our tv  
signal blossoms over an area of 215,000 tv  
homes without significant outside distraction.



*Florence, South Carolina*

*Channel 8 • Maximum power • Maximum value  
Represented nationally by CBS TV Spot Sales*

A Jefferson Standard Station affiliated with  
WBT and WBTV, Charlotte.





# MARKETING NEWSLETTER

## 'New' Ad Medium

Among the first national marketers to contract for a "new" advertising medium are Pepsi-Cola, Renault, Esso Standard Oil. The medium: outdoor advertising. The new angle: a national network of major shopping centers with an estimated audience of 53 million adult exposures monthly. The innovator: National Advertising, subsidiary of Minnesota Mining & Manufacturing.

National Advertising has lined up exclusive franchises with more than 200 shopping centers. Most popular ad types are expected to be "semaphore" displays—colorful, weatherproof 4 ft. by 5 ft. paperboard ads displayed on poles in shopping center parking areas. Other possibilities range from animated spectaculairs to outdoor product displays. National's service crews install the ads, change and rotate them every 90 days.

## Push Quality, Not Price

Take a look at the constructive selling story now being told to the appliance trade by Cory Corp., maker of Fresh'nd-Aire fans. Cory hit dealers with a colorful brochure asking: "Looking for cheap fans?" The answer (on page 2): "If you are, don't call Fresh'nd-Aire." Cory feels it's about time the appliance industry began to focus its sights on aggressively selling outstanding features of quality and performance—and stop the ridiculous rush to see who can offer the cheapest product on the market. . . . Although this pitch is not exactly revolutionary (General Electric, Westinghouse, Sunbeam, a few others, have pushed it for years), it's reassuring to see more companies realize and advertise the fact that total emphasis on "low-buck selling" just doesn't build consumer confidence.

## Import Traffic

With many carriers—air, sea, trucking, even some rails—scrambling for chunks of the rising import traffic, one of the more aggressive of the lot is Denver-Chicago Trucking. The company's sales v-p, Kenneth B. Maguire, is now making an around-the-world trip to offer import and export firms a "single-package, ship-truck service." This includes packaging, containerization, pickup and delivery to the ocean carrier, followed by delivery in U.S. via Denver-Chicago. . . . Note: D-C is in excellent position to gain added tonnage on a world-wide basis; it claims to be the only carrier serving both East and West Coast ports with direct service to inland points.

## Packaging Research

New, unusual, more practical packages and containers for industry may result from Army research aimed at saving millions wasted annually in shipping damages. Army's Office of Ordnance Research awarded a fat contract to Reed Research, of Washington, to compile a packaging handbook by mid-1961. Reed is to take a new look at packaging of electronics equipment, come up with new package designs, compile all existing know-how on containers.

## Hi-Fi Maker Sues CU.

Consumers Union doesn't seem to be losing much sleep over the \$150,000 commercial libel suit brought by a small maker of Hi-Fi loudspeakers—but many marketers will be closely watching the case. Hartley Products' suit charges that CU, publisher of Consumer Reports, employed loudspeaker tests which do not reflect actual conditions of use; that the report, published almost two years ago, triggered a decline in sales.

CU Director Dexter Masters told us that the question seems to be not whether his firm was correct in its estimate of the Hartley loudspeaker, but whether Consumers Union was right in objectively testing that type of product. CU is prepared to prove it was. (Virtually all complaints in past 20 years have been dropped before they reached court). . . . Note: If you disagree with CU's rating of your product, you can usually secure an invitation to witness a re-run of the tests.

## Getting into Retailing

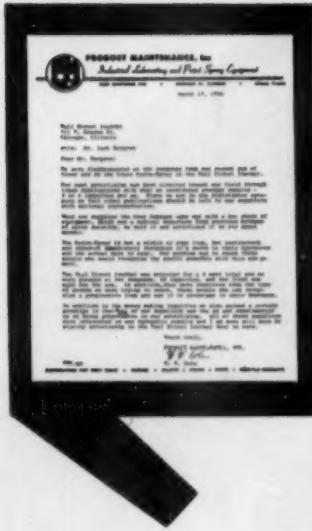
Business as well as Government will be closely watching to see how International Shoe goes about getting into the retail business "as heavily and as fast as we can." The No. 1 shoe maker sees retail expansion as a means of retaining leadership over such fast-growing competitors as Genesco and Brown Shoe. International President Henry H. Rand admits that he won't buy into retailing, but will try some sort of "working arrangement with retailers." . . . Just last fall a Federal court told Brown Shoe to cash in its stock interest in the G. R. Kinney shoe chain—a decision which is being appealed to the Supreme Court. (Genesco owns stock in several department and specialty stores.)

## Congress Quits by July 9

July 9 may be an important day for business. On or about this date, the 86th Congress will adjourn—an unusually early time for the legislators to quit Washington, but the Democratic National Convention opens in Los Angeles July 11. At adjournment, more than 10,000 unpassed bills, many affecting marketing, will go down the drain. Yet, many perennial anti-marketing proposals are sure to be revived in the 87th Congress in 1961. . . . Adjournment of Congress is the cue for vital announcements by Government departments and agencies. They often wait until then to take actions which might upset the lawmakers. A 1959 example was the controversial Internal Revenue Service rules on ad deductibility (SM, April 1, page 95).

## Marketing Miscellany

Cellophane may get a new competitor. A transparent polypropylene packaging film (Kordite 1500), developed by National Distillers, is claimed to be superior in moisture protection and shelf-life and available at lower cost than premium cellophanes. . . . New concept in beverage packaging seems to be clicking—a foil-laminated corrugated box, developed by Stone Container with assistance of Alcoa. Several brewers are adopting the new 6-pack carton which keeps beer cold for more than six hours. . . . Average before-tax income of the 55.6 million families in the U.S. rose to \$6,520 in 1959, up 4% from 1958.



# WE WERE FLABBER- GASTED

at the response

from our recent run of three ads on the Graco Hydra-Spray in The Wall Street Journal.

"Our past advertising has been directed toward our field through trade publications with what we considered average results—3 or 4 inquiries per ad. Since we are in the distributor category we felt other publications should be left to our suppliers with national representation.

"When our supplier, the Gray Company, came out with a new piece of equipment which was a radical departure from previous methods of spray painting, we sold it and advertised it in our usual manner.

"The Hydra-Spray is not a nickel or dime item, but contractors and industry immediately recognize its worth to their operation and the actual sale is easy. Our problem was to reach those people who would recognize the profit possible with this equipment.

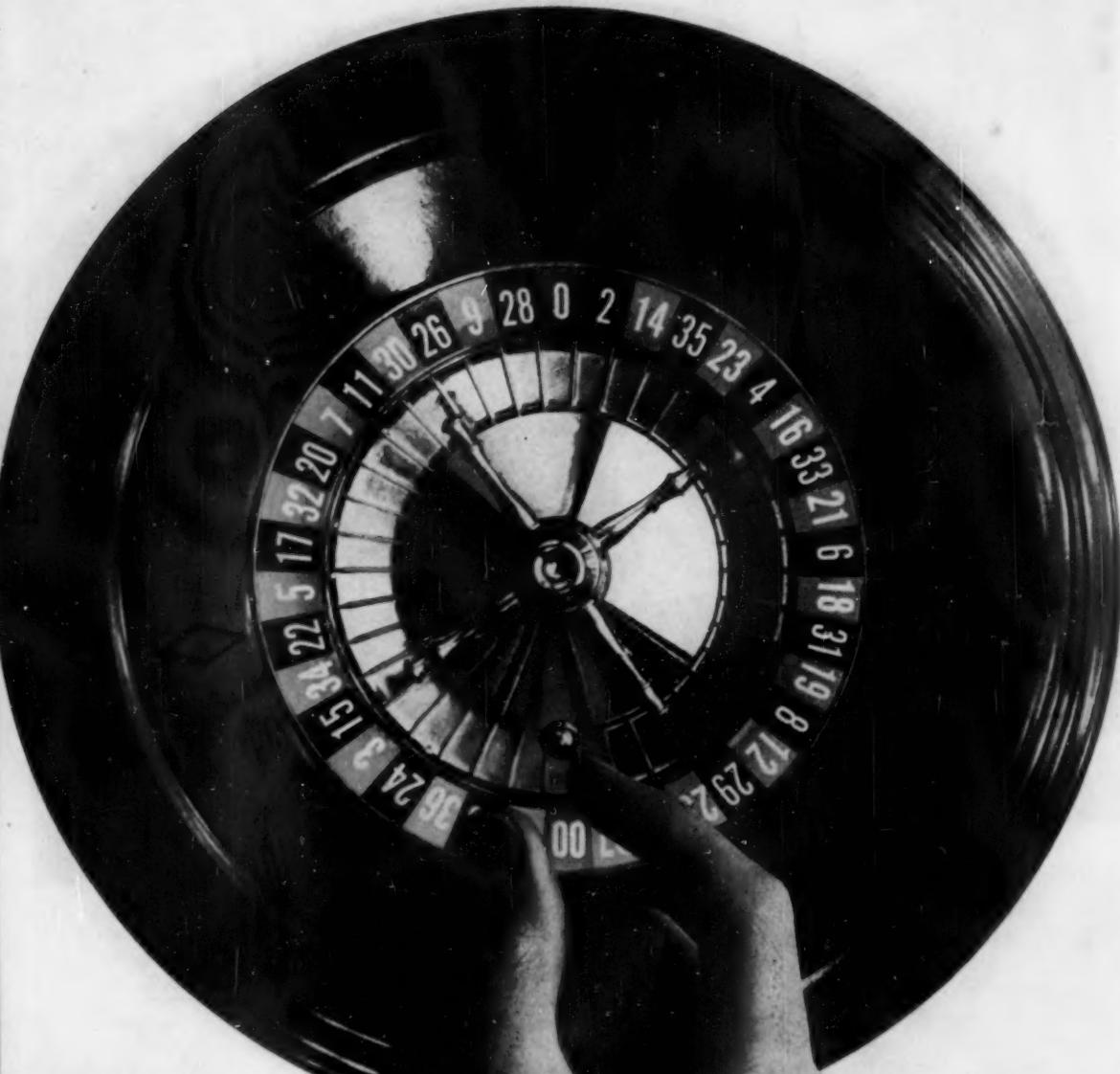
"The Wall Street Journal was selected for a 3 spot trial and we were pleased at the response, 53 inquiries, and the first one paid for the ads. In addition, they were inquiries from the type of person we were trying to reach, those people who can recognize a progressive item and use it to advantage in their business.

"In addition to the money making inquiries we also gained a certain prestige in that *all* of our suppliers saw the ad and complimented us on being progressive in our advertising. All of these suppliers were interested in our fantastic results and I am sure will soon be placing advertising in The Wall Street Journal next to ours."





**CHANCE?...**



# OR CHOICE!

**SELECT THE MEDIUM THAT  
DELIVERS THE MARKET WITH  
A PROFITABLE DIFFERENCE**

Want to put your money on winning numbers? Do it where the play is for your profit—in magazines...where you're sure of the circulation, sure of the size of your market, and sure of your audience's quality. No need for crossed fingers here:

**Households with heavier exposure to magazines spend \$18 million more a year for dentifrices than households with heavier exposure to television . . . over**

**\$650 million more a year on new automobiles . . . do 9 billion more miles of pleasure travel!**

These are just a few of the actual facts and figures that tell you why magazines mean a Profitable Difference to advertisers of virtually all kinds of products and services. Ask any magazine salesman, or write MAB, for the new 280 page, "A Study of the Magazine Market." Magazine Advertising Bureau of MPA.

**444 Madison Ave., New York 22, N.Y.**

## **MAGAZINES...FOR THE PROFITABLE DIFFERENCE**



THOMAS MICHAEL COLE

## DYNAMARKETER

# Federal Pacific Electric Out-Circuits Top Two

By LAWRENCE M. HUGHES  
Senior Editor

In the marketing of devices to control and distribute electricity, the situation would seem pretty serene—if you listen to a relaxed 38-year-old president named Thomas M. Cole.

"We don't worry about either of them," he says of General Electric and Westinghouse. And he implies that these two entrenched titans don't fret—as yet—about Federal Pacific Electric Co. of Newark, N.J.

"We've robbed them," adds Cole, "only of some of their potentials."

But in the course of Federal's moving ahead six times as fast as the field, in an industry that doubles sales every nine years, not only the "potentials" of the top two, but a lot of others' potentials may have been cramped a bit.

GE stands fourth and Westinghouse 13th in sales size on Fortune's last list of 500 largest manufacturers; and Federal Pacific is not yet counted at all. But, "In the limited areas where we compete," Tom Cole shows, "we're now ahead of both of them."

Among all contenders, he figures that Federal is No. 1 in household circuit breakers, No. 2 in fuses, and No. 3 in large circuit breakers.

And since Tom interrupted his college education at 19, in 1941, to join his father's \$1.5 million-a-year business, Federal's operations have steadily become less limited. Its current \$80-million sales rate should be stepped up to \$115 million in the fiscal year to end June 30, 1961, by expected acquisition of Cornell-Dubilier Electric Corp.

By 1965 Cole confidently expects to be running a \$400-million business. This would count only U.S. and Canadian sales. Meanwhile, from factory footholds already established in West Germany and England, his dark, restless eyes rove from the European Common Market to Japan. Federal would then be tackling assorted titans across the Free World.

In a formal statement of objectives, FPE emphasizes that "Each new product—whether acquired through other companies or newly developed by us—must [become] one of the top three in importance" in its field.

Further growth will stem from "a soundly built organization." The statement stresses such words as "alert and forward-thinking," with "stable employment at fair wages and a fair return to stockholders"; "warm" and "flexible,"

and expressing "a personal interest in helping customers."

To SM, Tom Cole describes his own post today as that of "policy-maker, No. 1 needler [especially for quality production], chief engineer [he has 100 patents in his own name] and head of the 'Looking Department.'"

He and associates of FPE have been helping to manage Cornell since last summer. Federal now has four of the seven members on Cornell's board.

On \$24.7-million sales in fiscal 1959, Cornell ran nearly \$2.9 million in the red. The year before, on \$26.3 million, it made a modest \$186,686. FPE, on the other hand, in the first half of fiscal 1960, has pushed net profit ahead 57% on a sales increase of 33%.

Cole denies that Federal Pacific has bought its growth: "Most of our acquisitions were small. The largest, in 1954, was Pacific Electric & Manufacturing Co., San Francisco, for \$4.5 million. All have been—and will continue to be—in the area of control and distribution of electricity."

"We've always been creative." Though basic research is limited, "We spend 5% of sales on research and development."

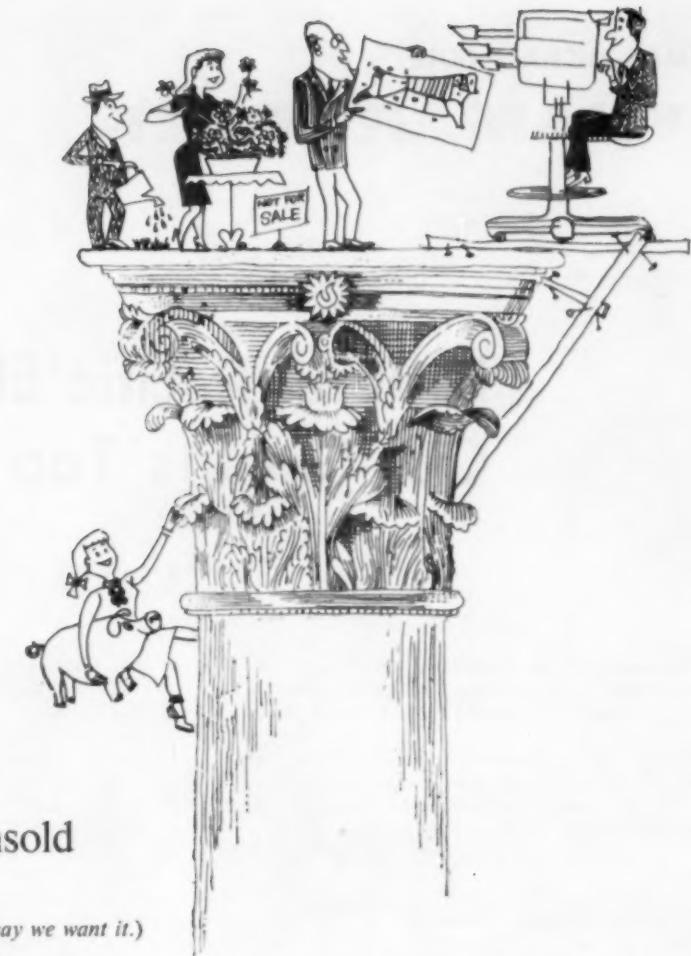
The man has a mania for quality. In an industry where a single bad part can cripple a whole transmission system, FPE takes pains to make its name count (against big rivals whose names and broad lines have been accepted for 70 years). If Underwriters Laboratories, which sets product standards, "requires a circuit breaker than can be switched on and off 10,000 times," Federalites say, "Tom Cole sees that ours will do 20,000."

The fact that profits are now mounting even faster than sales stems from stepped-up factory, sales and managerial efficiency. Among 4,000 employees in 21 plants across the U.S. and in Canada, cash awards are given regularly to foremen and groups (five or six workers in each) for quality output and cost reduction. In the field, sales engineers expanded their output 18% over the output a year ago, in first half of fiscal 1960.

Salesmen are paid salary plus override, based on quotas. To earn a bonus, Cole says, a man should "support all the lines, and succeed in nearly all of them." His bonus starts when he has been "85% successful" with all groups of products.

The president has traveled as a salesman. But he does

Five years and  
1,250 telecasts later,  
this program is still unsold



*(That's the way we want it.)*

SOME PROGRAMS become "public service" because they can't be sold. Others become salable because they render genuine service. WISH-TV's Farm & Home Program is in the latter category. Because commercial sponsorship might create problems for its participants, the program is "sold" only to its audience.

Since 1955, for five days a week from 1:15 to 1:30 p.m., the Marion County Agricultural Agent, or the County Home Economist, or faculty members of Purdue's agricultural extension service, or assorted combinations of agents, economists, professors and 4-H Clubbers, have gathered at WISH-TV to inform and entertain an impressive—and impressed—audience (38.4 share in an important 4-station metropolitan market).

What goes on? A turf prof. has held forth on improving the breed—of turf. Flower-arranging produced many requests for instructions—and the station never smelled so good. Cookie decorating sat well with our audience (1,500 requests) and staff (57 cookies demolished). The work of county agents, Purdue University extension services, 4-H clubs and other organizations, is widely publicized. Without stars, without artifice, the Farm & Home Program is wholesome, straightforward—and deep in the affection of its viewers.

The program *serves*. That's the Corinthian key to good community relations. We suggest that viewer confidence so built may help establish a receptive atmosphere for our clients' commercials.

*Responsibility in Broadcasting*

**THE CORINTHIAN**

## DYNAMARKETER

(continued)

not now personally engage in "high level selling," or even "business lunches." For one thing, he explains, "We have too many thousands of customers. The largest among them represents \$500,000 [about 0.5%]."

A 54-year record of "notable events" in the life of the company and predecessors notes that in 1940, "The first Federal circuit breaker was introduced for panelboards." That product was "based on designs of T. M. Cole," then 18 years old. (The Federal part of the present company was started by Tom's father, Louis W. Cole, now chairman of the board.)

The elder Cole assembled job-order switchboards and panelboards, mainly for customers in the New York Metropolitan area, and also had a \$300,000 fusebox business. Tom ran the latter. By 1944 combined sales of both neared \$6 million.

But GE and Westinghouse were discovering "package" selling. Instead of producing parts for independents to assemble, they started to mass-produce more of their own components, putting them in their own packages.

► The Coles were further concerned over the fact that circuit breakers (which need not be replaced but only reset to restore power) were beginning to push fusible systems aside. After weighing several courses, they decided to meet the titans head on, with circuit breakers.

But the titans had tied up most of the basic patents.

(Today Tom admits that he and his father had their differences: "Dad lived through the big depression. He didn't have the same opportunities. He used to try to restrain me. . . . But I'll never forget that we've merely built on what Dad started.")

In The New York Times, May 30, 1944, Tom read that Colt's Patent Firearms Co. had decided to sell several unrelated divisions. One was a 50-year-old Hartford plant which produced, among other things, circuit breakers. Among its assets was a pool of circuit breaker patents.

The elder Cole was skeptical: "You don't get announcements like that until after the sale has been made."

But they went to Hartford. Colt's priced the plant at only \$200,000, the inventory at \$300,000, and threw in the patents free. The Coles bought. Though they were able to dispose of excess machinery for more than the plant itself cost them, the going was close. Once Tom had to sell precious

steel inventory to meet payroll. But within two months—after 22 years of loss—the old plant was in the black.

Until then their sales force, Tom recalls, had "consisted of four or five men contacting manufacturers' reps." But with the plant they acquired 15 Colt's salesmen who became the core of a nation-wide force.

By 1949 sales had inched up to \$10 million. Tom Cole decided that Federal Pacific needed a "dramatic new product." The housing boom was building a big market for low-cost protective devices. FPE's engineers came up with a household circuit breaker, which he named Stab-Lok.

► For it he launched a 3-way program: (1) Months before Stab-Lok's introduction, teaser ads started in industrial publications; (2) local shows for distributors and contractors, featuring a specially produced movie, emphasized profit potential; (3) the field force used promotion material designed to help distributors.

As industrial customers moved to higher-voltage systems (and right into the arms of GE and Westinghouse), Tom Cole met the situation by building a "medium," or 600- to 15,000-voltage, plant at Scranton, Pa., and then buying a long-established high voltage plant at San Francisco.

"Somehow, at every stage," he says, "we had to manage to make big-company moves on a small-company budget."

The company now has 9,000 shareholders. Tom Cole and his wife and father today own less than one-third.

One area in which Tom Cole will work harder is "relations"—including stockholder and employee. He is concerned with corporate "recognition" by all groups, and with the advertising to strengthen it. For advertising and promotion the company now spends \$1 million annually.

At odd moments he finds time to ride horses and read history. But probably his major outside interest is the Research Foundation of Newark College of Engineering, "a poor boy's school." For starting its work to meet the need for "more adequately trained engineers," he gave \$50,000. He has since followed this up with \$300,000 more.

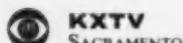
Tom Cole sits on the college's 15-man board with such solid citizens as the presidents of Bell Labs, Worthington and Esso, and high executives of Cyanamid, Singer—and Westinghouse. ♦



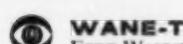
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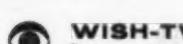
KHOU-TV  
HOUSTON (CIS-TV Spot Sales)



KXTV  
SACRAMENTO (H-R)



WANE-TV  
FORT WAYNE (H-R)



WISH-TV  
INDIANAPOLIS (H-R)

WANE-AM  
FORT WAYNE (H-R)

WISH-AM  
INDIANAPOLIS (H-R)

## STATIONS



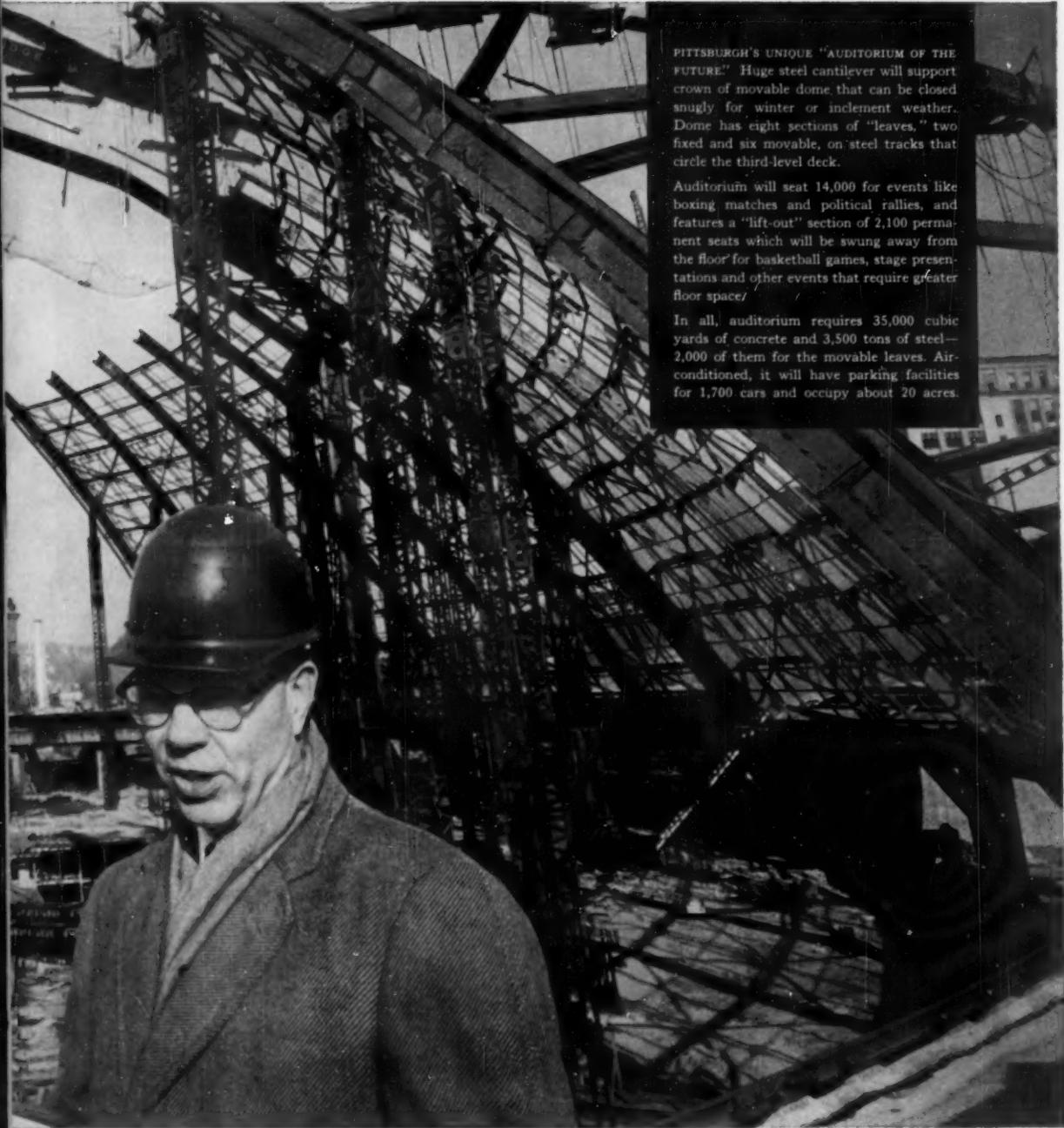
## INVENTIVE, RESOURCEFUL, INFORMED, SUCCESSFUL...

**That's H. Rey Helvenston, Superintendent of Construction for Pittsburgh's new \$20,000,000 Public Auditorium.**

Building a huge dome-shaped coliseum with a roof that slides into its own shell is tough enough under ordinary conditions. Add the fact that Pennsylvania law requires at least four separate contracts for the construction of public buildings and you have an invitation to chaos—unless you can find a strong, experienced guiding hand for the post of project coordinator. Unanimous choice for the spot was H. Rey Helvenston, graduate of The University of

*Illinois, once head of his own contracting company, and an engineer whose broad construction background has always been on the "dollar side" of the business.*

*Rey Helvenston has had construction in his blood since he was 10, when he began working after school. At 14, he was survey party chief for an engineering firm. And ever since he obtained his degree, he has been attracted to unusual jobs with special problems and hazards. The Pittsburgh assignment is no exception—he performs the coordinating role of the missing general contractor in dealing with the eight separate contractors on the job, and doubles*



PITTSBURGH'S UNIQUE "AUDITORIUM OF THE FUTURE." Huge steel cantilever will support crown of movable dome that can be closed snugly for winter or inclement weather. Dome has eight sections of "leaves," two fixed and six movable, on steel tracks that circle the third-level deck.

Auditorium will seat 14,000 for events like boxing matches and political rallies, and features a "lift-out" section of 2,100 permanent seats which will be swung away from the floor for basketball games, stage presentations and other events that require greater floor space.

In all, auditorium requires 35,000 cubic yards of concrete and 3,500 tons of steel—2,000 of them for the movable leaves. Air-conditioned, it will have parking facilities for 1,700 cars and occupy about 20 acres.

as resident engineer for the owner (The Public Auditorium Authority), architects and consulting engineers.

Men like Rey Helvenston—and the engineers, designers, contractors and financial men who team up with him to turn big ideas into big realities—have to keep abreast of new developments in all phases of construction. These are the men who turn to *Engineering News-Record* each week—as part of their jobs—for the latest news and information on the materials, methods, machinery, money and manpower they need in their work. These are the men you sell when you advertise in *Engineering News-Record*.

**Read weekly by all the men who  
wear construction's hard hat:**



**ENGINEERING  
NEWS-RECORD**

HAVE YOU BEEN  
ENR'S NEW FILM  
UNDER THE HARD HAT?  
IF NOT, ASK AN  
ENR REPRESENTATIVE  
FOR A SHOWING. ALL  
YOUR SALES AND  
ADVERTISING MEN WILL  
FIND IT INTERESTING  
AND INFORMATIVE.



A McGRAW-HILL  
PUBLICATION  
330 WEST 42ND STREET,  
N.Y. 36, N.Y.

## THE SCRATCH PAD



BY T. HARRY THOMPSON

As the political pot boils, it gives off the aura of a witch's brew—nothing that you would want to bottle for the perfume trade.

Mosquito: The original skin-diver.

Stopper by Merrill, Lynch, etc.: "Some prose about cons."

"Nobody asks me to parties!" says a headline over the picture of a dysphoric dame. I'll give you three guesses: Because she has B.O.? No. Because she has halitosis? No. Because she's a fat slob? No. Because she can't play the piano!

Druggists don't improve shelf-appeal when they crayon prices on bottle closures or enameled containers.

"Gillette offers a new blade so good it's hard to describe."—Headline. Maybe you need a new copywriter.

When old-time comic Bobby Clark died, I recalled this opener from a Clark & McCullough sketch: "We're a couple of senators from Rhode Island, elected by an act of Providence." Time magazine remembered this gem: When informed, in Molière's "The Would-Be Gentleman," that the alphabet is divided into vowels and consonants, Bobby mused a moment and said, "It's only fair."

Corny title for a column in a petroleum publication: "According to Oyle."

Idle Thoughts Dept.: As a boy, you go to a party and pin the tail on the donkey. You grow up, go to a party and tie one on.

I liked a cartoon in the Jewish Exponent: A flying saucer lands on a golf course. A little guy from outer space asks a couple of players, "Is there a good kosher restaurant around here?"

Earthquake area: High-rent district.

"Biologist Given \$50,000 to Find Why Birds Sing."—Headline. That

kind of research is for the birds.

A New York Times booklet, "The Curtain Is Up," reviews the changing trend in European-American trade. It is based on a series of speeches by Dr. Eric W. Stoetzner, director of foreign advertising.

Alka-Seltzer is now packed in aluminum foil to keep its fizzical fitness.

Well-educated people who should know better are still writing it "vocal

chords," which would be musical, instead of "vocal cords," which would be ligamental.

Slogan for an encyclopedia: "Wouldn't you like to know?"

In "The Toiling of Felix," Henry van Dyke gave some of us the answer to something businessmen often wrestle with—whether or not to plan on retiring: "Heaven is blessed with perfect rest, but the blessing of earth is toil."

When a parole board  
Gets soft in the head,  
Innocent people  
Can finish up dead.

With "geratology" meaning the study of old age, I wonder if Geritol doesn't sometimes wish it had picked a name that doesn't suggest senior citizens. Younger people need their batteries recharged, too.

### The Pitfalls of Ambition

I suppose that any man who is worth the powder to blow him up has an unspecified quantity of ambition. Otherwise, the apprentice would never become the journeyman, the understudy would never become the star, the office-boy would never rise above the level at which he was hired.

But, if a page out of my book is any help to some fellow on the way up, I don't mind confessing.

I'm not quite ready to string along with Shakespeare, who wrote, in King Henry VIII: "Fling away ambition: By that sin fell the angels." Or Quintilian, who said: "Ambition is a vice." But I do advise: Don't let your ambition show!

Item: In an agency job so far back there I can now smile at it, I had an overdose of copy-chiefitis. It showed all over me and I would discuss symptoms and prognosis with anyone who would listen.

Somewhere along the line, however, I aroused the competitive spirit of those who could outvote me. Like Moses, I saw the promised land, but never got title.

After that, I grew up. Still ambitious to be a copy-chief (in another competent agency), I never talked about it. I just beat the ears off the little typewriter and took my copywriter's pay.

Then one day, out of a clear sky, the owner of the agency said, almost casually: "Will you be our copy-chief?" I said, as casually as I could: "Yes." It was compensation for the former frustration.

In politics, too, some people have been so ambitious to be President that they never made it. Voters sometimes resent what seems like unbridled conceit. They seem willing to reward a certain amount of meekness, in contrast.

T.H.T.



# COUNT ON KLM FOR YOUR BEST INCENTIVE PROGRAM

Looking for the right incentive program? Look no further! KLM offers a complete package with practical suggestions and all the material you will need to run a successful program. In addition, KLM has the widest choice of incentive tours: to Europe, the Caribbean, Far East, around the world. Each tour is flexible — each can be tailored to fit your company budget. For complete information, mail the coupon.

KLM Royal Dutch Airlines  
Incentive Travel Department SM-56  
609 Fifth Avenue  
New York 17, New York

Please have a KLM specialist call on me to outline my incentive program and tour possibilities.

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_  
State \_\_\_\_\_



THE  
WORLD'S  
FIRST  
AIRLINE



## You need more than a tin whistle in Canada!

Last year, Canadians spent fifteen billion dollars (\$15,000,000,000) in retail sales. That's big-market money, and to sell in any big market you need more than a tin whistle advertising effort to get a full share of it. You have to give it the full orchestra treatment.

And that means Weekend Magazine and its French language edition Perspectives.

Weekend Magazine/Perspectives is a major influence in Canada. With its 1,850,000\* circulation it guides the buying power of 4 out of 10 of all the homes in the country. A coast to coast penetration. It has the fresh, entertaining appeal of a colorful rotogravure magazine, plus the prestige of the 35 leading newspapers that publish it every weekend. Weekend Magazine/Perspectives blankets the Canadian market in a way that no other magazine in the country can approach. To get the full significance of its size, compare it this way: for equivalent coverage of the United States market you would have to buy the combined circulation of Life, Look and The Saturday Evening Post—and more. Reason enough why advertisers, last year, invested twice as many dollars in Weekend Magazine/Perspectives than in the next publication.

To sell Canada effectively, make no little plans. Let Weekend Magazine/Perspectives carry your selling message to the big responsive market of Canada.

Represented in the U.S.A. by O'Mara & Ormsbee Inc.—New York, Chicago, Detroit, San Francisco and Los Angeles.

*The biggest single  
selling force in Canada*



\*[Effective Sept. 10]

## MEDIA:

### More People Exposed for Less Time

In the last quarter of 1959, Sindlinger & Co.'s Media Activity report shows that all four major media gained in average daily *number* of exposures over the same period of 1958. But, except for newspapers, all showed drops in average *length* of daily exposure.



TELEVISION  
AVG. AUDIENCE\*  
**ROSE 2.8%**  
TO  
**93,200,000**  
PER DAY



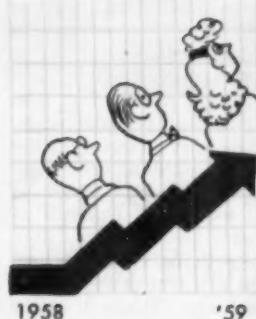
RADIO  
AVG. AUDIENCE\*  
**ROSE 0.3%**  
TO  
**72,200,000**  
PER DAY



NEWSPAPER  
AVG. READERSHIP\*  
**ROSE 3.8%**  
TO  
**106,600,000**  
PER DAY



MAGAZINE  
AVG. READERSHIP\*  
**ROSE 10%**  
TO  
**47,100,000**  
PER DAY



1958 '59



1958 '59



1958 '59



1958 '59

BUT  
AVG. EXPOSURE  
**FELL 23.1%**  
TO **2 HRS. & 20 MIN./DAY**

BUT  
AVG. EXPOSURE  
**FELL 8.2%**  
TO **1 HR. & 52 MIN./DAY**

AND  
AVG. EXPOSURE  
**ROSE 14.3%**  
TO **40 MIN./DAY**

BUT  
AVG. EXPOSURE  
**FELL 7.3%**  
TO **38 MIN./DAY**

\*12 YRS. OLD & OVER

# Selling the Etiquette of Selling



*Your manners are always under examination . . . awarding or denying you very high prizes when you least think of it.—Ralph Waldo Emerson*

One morning a sales manager and his salesman were making a call on a difficult customer. They had been seated awhile when the telephone rang; the executive answered, paused for a moment, and continued his phone conversation in a low voice. The sales manager made a sign to his salesman, signaled to the customer that they'd be waiting outside.

Outside, the salesman reached for a cigarette. "What's up?" he asked when they were out of earshot.

"No thanks," the sales manager declined the proffered smoke. "I doubt if they'd like our smoking here, and we'll be going back in in a minute. Did you notice that he was talking guardedly?"

"Yes. Come to think of it, I did . . ."

"You got that it sounded confidential?"

"Well, sort of. I was thinking about what we were going to say to him."

"When I have someone in my office and a call comes in that's obviously confidential, I appreciate it if my visitor steps outside until I've finished. I believe you'll find our customer the same way."

Several moments later, the door opened, and the executive, smiling, invited them back into the room. The

atmosphere was more relaxed and friendly, and when the visitors left they had their order.

The moral of the story is clear. Good manners on the part of the caller established a favorable climate for the presentation. Possibly the sale would have been made anyway. Possibly not! Afterwards, the executive confided to his assistant—who mentioned it later to the sales manager—that the incident had awakened him to the value of good manners in sales contacts—a value that he hadn't thought of before.

What are you doing about the manners of your salesmen? Managers and sales supervisors who accompany their men find this mutual call the ideal opportunity for observing a man's strength or weakness and either suggesting corrections at a later time, demonstrating proper manners, as in the instance above, or making a note for future observation of the man and the area of his apparent lack.

Few firms have programs for teaching their salesmen good manners. This "polishing" process should be made a part of the regular sales training program. However, it is a delicate subject and has to be handled as such. Self-consciousness or artificial courtesy can be fatal.

On the other hand, the salesman is your company's personal representative to the customer; much good business has been lost, many company names tarnished by the thoughtless behavior of salesmen.

How, then, can you insure their standards of good taste? Most sales managers agree that personal example is the single most powerful teacher when it comes to instilling good manners. Salesmen consciously or unconsciously will reflect the behavior of their superiors.

"It begins with us," observes one sales manager who was at the district level not long ago. "When I was a supervisor I never forgot that the man I trained was learning not only from what I had to say but from the kind of person I was—what I did or forgot to do."

The sign of good manners is, or should be, an important measure in any company's decision to hire a particular salesman. "Start when you hire and you'll be halfway to your goal," says one sales manager with a very large field staff of men noted for their good customer relations. "We search the background of every sales candidate, check his education, his past performance, and his record in previ-



"Long Distance is a handy sales tool," says Mr. Richard Mosher, sales manager, Aeroquip Corp., General Logistics Division.

## ***Fastest way to chase down sales leads***

### ***Call Long Distance***

"The telephone is the quickest way to move in on a lead," reports Mr. Richard Mosher, of Burbank, Calif.

"Recently we received a sales tip from Detroit. The inquiry was about one of our new cargo control systems. We picked up the phone, gave the prospect our story and price—and closed the sale. A \$5000 order for about \$4."

Chase down *your* sales leads by phone. It's a profitable way of adding extra business.

#### **LONG DISTANCE RATES ARE LOW**

*Here are some examples:*

Cleveland to Pittsburgh . . . . .	60¢
Birmingham to Atlanta . . . . .	65¢
Washington, D.C. to Boston . . . . .	\$1.15
Miami to St. Louis . . . . .	\$1.55
San Francisco to New York . . . . .	\$2.25

*These are day rates, Station-to-Station, for the first three minutes. Add the 10% federal excise tax.*

**BELL TELEPHONE SYSTEM**

LONG DISTANCE PAYS OFF! USE IT NOW...FOR ALL IT'S WORTH!



## preparing art for **SLIDES?**

For helpful hints, friendly suggestions or technical advice... that can save you time, avoid errors or help you get the kind of reproduction you want, just call JUDSON 2-1396. You'll be talking to Admaster, America's headquarters for slide know-how and reproduction facilities. Any size or type slide... color or black & white...one-of-a-kind or large runs...Admaster can do the job right. Tough deadline? Admaster offers **SAME DAY SERVICE** on all types of slides... including color! As long as it has something to do with a slide, give us a call...anytime.

**FREE!** Send for your copy of "Practical Specifications for Visual Aids"...packed with valuable slide information.

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Judson 2-1396

### Regional Distribution Problem?

The complete range of regional market research problems can be tapped with the facilities of Market Statistics, Inc., research consultants to Sales Management. Write: Market Statistics, 630 Third Ave., New York 17, N.Y.

ous sales jobs. We then match this information with our own impressions during interviews—and we're able to weed out the rough material. Weaknesses that crop up afterwards are best handled by the supervisor during the training period. If any persist, they are reported to the man's district manager and he takes action."

Personal example and initial screening are not enough. Other ways are needed to influence your salesman's patterns—patterns which may result

from bad habits picked up in childhood. During training, some companies place the man in a situation where he will display these faults—photographing him at the same time. He is then asked to evaluate the film, in the hope that he will discover his own weak spots.

Role playing is another favorite device for uncovering and correcting bad manners. A supervisor or district manager who spots a weakness will arrange for his man to act out a situa-

### Quick Checklist for Good Sales Manners

(Circle Yes or No. For correct answers and explanations, see page 94.)

1. If I am making a call at a place of business (such as a retail establishment) where there is no regular purchasing office, and my customer is interviewing a competitor near by, should I wait there until he is ready for me (and possibly pick up a line on the competition)?      Yes      No
2. A dealer whom I am waiting to see, asked by one of his customers to recommend a product, says, "A and B are both good." B is my company's product. Should I step forward and explain why it is superior?      Yes      No
3. My prospect is long-winded and full of irrelevant argument. Is it worth saving time to tactfully cut him short and begin my sales talk?      Yes      No
4. A dealer whom I have served for some time is losing out because some of his practices are poor. Should I point these out to him so as to help him improve and make money for himself and my company?      Yes      No
5. If I've been serving Buyer X for a great length of time, can I drop in without making an appointment?      Yes      No
6. A retailer whom I have been trying to see finally says, "Drop in at the store at nine tonight." Should I point out to him that I don't work after six and ask him to name a more convenient time?      Yes      No
7. Is it a waste of my company's time to be friendly with clerks, secretaries, receptionists and other intermediaries? Shouldn't I concentrate on selling myself to the man who gives the order?      Yes      No
8. If I learn something about a customer's competitor or a competing product, and I believe the information may be useful to him, can I gain an advantage by repeating it to him at the first opportunity?      Yes      No
9. Is it in bad taste to call on a customer without my tie and jacket if the day is warm and I know the customer well?      Yes      No
10. Should I continue smoking when entering a room to see my prospect?      Yes      No



# She's sold!

...and Du Pont cellophane's "tailored protection" made the sale more profitable

Those rolls the lady is buying are as fresh as they look—because they're packaged in one of Du Pont's special cellophanes.

And we mean a *special* cellophane—one of over 100 different Du Pont cellophanes. Each is designed to do a different job—to provide a different degree of protection. This means you get a Du Pont cellophane that fits your product's needs exactly. You don't have to pay for any more protection than you need—and you

don't have to settle for any less. *The result: more customer satisfaction, fewer returns, more profit per sale.*

And no other packaging material can match the selling power of cellophane's sparkling transparency . . . or its colorful printability . . . its high-speed machine efficiency . . . its versatility in package construction.

\* \* \*

**PROVE TO YOURSELF** that Du Pont cellophane can help you sell more . . . package more profitably. Ask a

Du Pont representative to give you all the facts. Du Pont Co., Film Dept., Wilmington 98, Delaware.



Better Things for Better Living  
through Chemistry



# PORT CLEVELAND

"THE INDUSTRIAL GIANT"

NOW HAS THE HIGHEST SALARIED PAYROLL IN THE NATION

\$7631<sup>00</sup> per family per year  
--average for the nation-- \$5923<sup>00</sup>

## COLORFUL POSTERS

reach this fabulously rich  
purchasing power....



Cleveland, Cincinnati, Toledo, Elyria, Lorain,  
Fremont, Sandusky, Tiffin and Ashtabula.

FOR MARKET INFORMATION WRITE TO

**Packer**

6400 CARNEGIE AVE., CLEVELAND, OHIO

## This woman is "Ready-to-Buy"



Coming soon...a new way to reach  
your most valuable market...  
the people who are "Ready-to-Buy!"

tion that brings his problem to the surface. His fellow salesmen are then asked to criticise his action and point out how it can be improved. Sometimes a supervisor or district manager, by playing the customer, can bring the point home even more strongly by taking the salesman to task for his clocl-like ways.

A further aid to Emily Posting your sales force is the training film. One large company uses a variety of films to stress the finer points of good manners in sales contacts. At their sales meetings, held four times a year, the host shows a film and encourages audience discussion. Afterwards the men are invited to evaluate their own possible weaknesses in the light of the film's message.

► Another company hires training specialists to produce special literature. From the previously listed methods, the sales manager observes courtesy patterns of his salesmen. He then sends them pieces geared to their particular problems—and asks the men to discuss its relevance to themselves at the next meeting.

"Good manners," observes one sales manager, "begin with a good shave. I've seen an otherwise well-mannered salesman, with perceptible fuzz on his chin, calling on a customer. Some think nothing of appearing on a warm day without jacket or tie. Some feel they know their customer so well, after long association, that they needn't maintain the same appearance required for a new prospect. To the customer it looks like a lack of respect when a salesman calls on him in a soiled shirt, and with ill-kempt finger nails and a general carelessness about grooming.

But to bring the message home requires a great deal of tact. The same sales manager tells how he handles the situation:

"I had such a man once. We arranged to make a call together—and in deference to my presence, he was freshly shaved and wore a neat suit and shirt.

"As we started out I glanced down at his shoes.

"'We'll stop at a shoe shop before going in,' I said to him. Surprised, he looked down at my feet: 'You don't need a shine.' He looked up at me, turned his attention to his own shoes, and reddened. It was not necessary to rub it in.

"While waiting at the shoe counter, I talked casually on the value of appearance, suggesting that being well-groomed shows respect for the person to be called on, whether it's for the first time or for the tenth. I had no more trouble with the man." ♦



## with Eager-Beaver responsibility!

Railway Express never limits you to one kind of transportation. We provide trucks to ship across *town*. Trucks and trains and planes to ship across the *nation*. Ships and planes to ship across the *world*. Count on Railway Express Eager-Beaver service for the kind of transportation that best suits your particular needs.

That's not the only advantage Railway Express offers you. For example:

- Nationwide coverage to 23,000 communities in the U.S.
- International service to and from almost anywhere in the world
- Unified, one-carrier responsibility all the way
- Door-to-door delivery at no extra charge (within authorized limits)
- Lower rates on certain shipment aggregations of 300 lbs. or more
- Special low rates on many other commodities

Railway Express gives you service no other organization can match. And, with our long-range improvement plans well underway, we're able—and eager—to give your shipments the thorough service you want. Next time you ship, call Railway Express—and see!





New England  
SALES MANAGERS  
BROKERS  
DISTRIBUTORS

HAVE LUNCH IN THE  
UNIQUE FREE PRESS  
TOP LEVEL ROOM

(That Caught the Attention  
of the Wall Street Journal)

VIEW THE ROTATING STAGE  
THAT TELLS THE AMAZING  
FREE PRESS STORY

The Theme: The Free Press Believes  
The Way to Sell Advertising is to  
Sell Merchandise!

P.S. Ask about the recent Horizon Foods'  
66,000-line test campaign. (Burlington was  
the only test market used in the U.S.A.)

**The Burlington  
Free Press**

Vermont's Largest Daily

BURLINGTON

VERMONT

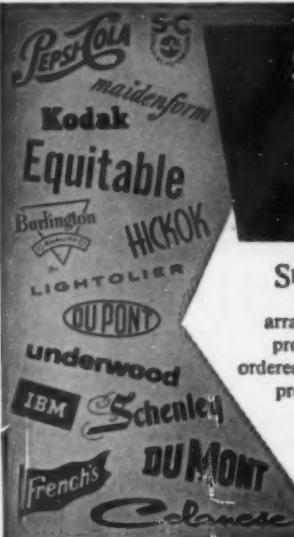
Represented nationally by Johnson, Kent, Gavin  
and Sinding, Inc.

**Opportunity Still Big**

The country's big. This economy  
is fantastic. Nobody's really en-  
trenched in any business. You  
can bull into any of them just  
by sheer assault. Get the prod-  
uct, and get the people, and sell  
like hell. This country is so big  
and so rich that anybody who  
wants to make a fight of it can  
grab a piece.—George Spatta,  
President, Clark Equipment Corp.,  
as quoted in "Forbes"

**Answers on Sales Etiquette (from page 90)**

1. **No.** Under no circumstances; excuse yourself, saying you will return later.
2. **No.** Never interfere in a dealer's relations with his customers unless he asks you to.
3. **No.** In listening you gain information about the man—besides showing courtesy. A good listener can use a prospect's own words and frame of mind to make a sale.
4. **Yes—but be tactful!** To give a dealer the benefit of your experience, think with him, not for him. Get him to tell you his problems, then make suggestions in the form of a question, such as: "Have you ever tried this?" or: "I know a dealer in Dallas [or New York] who was successful with this . . ."
5. **No.** It is good manners to assume that the other person is as busy as you are; he will appreciate your valuing his time by making an appointment and keeping it promptly.
6. **No.** Adjust to his convenience if you wish to sell him.
7. **No.** Intermediaries should also be treated with courtesy—always. One may be a buyer, or influence orders some day.
8. **No.** You'll be stamped as a gossip and he'll feel fairly sure that you will pass along any secrets you learn about him or his product if it seems to your advantage at some other time.
9. **Yes.** Correct dress shows respect for the other person.
10. **No.** Smoke during the interview only if invited, or if the customer accepts your offer of a smoke.



# SERVICE

is why America's  
top companies meet at

## Manger Hotels

SERVICE is what Manger sells—not just rooms and facilities! Service—the kind of help that has seating arrangements executed perfectly and on time. That has a proper P. A. system functioning as it should, set up as ordered. That has special tables as ordered, lighting, projection and other arrangements as requested—all on time, without last-minute makeshift changes and compromises. And all this goes along with some of the finest meeting-room facilities in the country. So check with Manger before your next meeting—see the difference real SERVICE makes!

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The Manger  
DeWitt Clinton

NEW YORK CITY  
The Manger Vanderbilt  
The Manger Windsor

ROCHESTER, N. Y.  
The Manger

SAVANNAH  
The Manger

CLEVELAND  
The Manger

WASHINGTON, D. C.  
The Manger Annapolis  
The Manger Hamilton  
The Manger Hay-Adams

CHARLOTTE, N. C.  
The Manger Motor Inn

GRAND RAPIDS, MICH.  
The Manger

Convention Department, Manger Hotels  
4 Park Avenue, New York, N. Y. (Dept. B-5)

Please send me full information about Manger  
Hotels meeting and convention facilities.

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ Zone: \_\_\_\_\_ State: \_\_\_\_\_

# **THIS MAN** can show your salesmen how to sell more!

This is Alfred, leading man in a unique series of six colorful, new, sound filmstrips on salesmanship, entitled "Two Hundred On Alfred." Sales managers and training directors who have seen "Alfred" say: ". . . it's the best film series on salesmanship we've ever seen!"

Now, "Alfred" is available to *you* . . . to spark your sales training program . . . to put new life into your sales meetings . . . to refresh experienced salesmen . . . and to indoctrinate new salesmen.

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"Two Hundred On Alfred" sounds interesting. Please send more information.

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*Set Your Sales Sights for*

VAC

## Tomorrow's Voracious Automated Consumer

By LAWRENCE M. HUGHES  
Senior Editor

American consumers will need big ears tomorrow.

I have this on the word of Kevin B. Sweeney, president of Radio Advertising Bureau. By 1970, Kevin's crystal ball, or set, shows, we Americans will have 70% more radios, 25% more radio stations to reach them, and we'll be doing "50% more adult listening."

To the 250 million sets then operating, each average grown-up among us will then be "listening better than three hours daily." To keep all the four or five sets per family in constructive operation—several of them, obviously, at the same time—we'll have to learn a lot about listening.

And there are still some things that Sweeney hasn't told.

If we Americans are to buy and consume everything that automated manufacture, sock-o selling and all-out advertising can thrust upon us, each of our mounting millions must have extra ears and eyes and other senses—as well as extra income.

Indeed, the only sure way to meet all the demands may be to create a brand new breed of super customers.

We take you now to the cozy, modular, integrated, plastic-bubble cottage of Bill and Bessie Blank, on the tree-lined outskirts of Dynamo, Mo. The time is 5:48 p.m. on Wednesday, April 19, 1999.

Pooped out from four days' work and two hangovers in the last 24 hours, Bill rolls the Banks' compact helicopter into the travelpoint next to the house. He notes that the 'copter, now six months old (and only one-sixth paid for) creaks and croaks a lot and has begun to look crumby. He remembers what the dealer sug-

gested about trading it in on one of those new Hyper-Hypoed helicopters as soon as the ash tray on this one was filled. A chain smoker, four at once, Bill recalls that the ash tray has now been filled and emptied several times.

Before he can turn off the ignition, a voice on the 'copter radio warns him: "Get organized now to become a Grade A Twenty-First Century consumer. Throw out everything you own and start life afresh—in the American Way . . . Ask United Usurers about those so-easy terms."

Bill's glance turns to the airfloat car and the amphibian (or convertible) in the travelpoint. He notes that they (also unpaid for) look even crumblier than the 'copter, and he begins to feel slightly unpatriotic.

Then (because there is only so much that even a Super Man can stand) he shrugs all four shoulders. On his eight arms and nine legs (one of which is a spare) he starts to wheel toward the house. But he stops to realize that he can't even shrug very well. In at least one shoulder he feels a twinge of rheumatism. And his wheeling is not as free as it was—what with corns on one foot, athlete's foot on another, a fallen arch on a third, and what feels a lot like a Charley horse at work in a rear leg.

He resolves to tune on the Disease Dissolver—later.

Meanwhile, he adjusts his paper tie, lifts all his chins, throws back all his shoulders, and wheels in. Whatever his ailments and inner doubts, the family must believe that Bill Blank is still the highest type of Voracious Automated Consumer.

Married nine years, Bill and Bessie

now have 17 kids, ranging from 8½ years to three months old, and there are rumors of more to come. This proliferation is made possible by NLSUK (Nifty Little Speed-Up Kit) developed by Pfizer-Parke-Dohme, which reduces gestation to a couple of weeks.

The conformation of Bill and Bessie and the kids stems from the creative efforts of other great corporations. General Dynamics devised VAC's brain and the firm of Bates, Batten, Belding, Benton & Rubicam instilled it with burning, lifelong Desire.

Specific motivations were supervised by Dr. Elmo Polchter.

RCA is credited with the four ears, Zenith with the four eyes. Though General Motors was primary contractor for all the arms and legs, Ford and Chrysler got into the act with a shin or two. General Foods, Campbell and Corn Products cooperated on the four mouths, which lead to a single large-economy stomach. Westinghouse and GE joined all the nerves to the craving centers.

As Bill enters, his one big heart (designed by the Hallmark people of nearby Kansas City, Mo.) is warmed by a sight of domestic felicity.

In her good round way Bessie is busy, all at once, pushing the buttons that do the cooking, cleaning and table-setting. (The table is in the indoor patio on the far side of the indoor swimming pool.) With one mouth Bessie is talking on TVphone with Aunt Bertha. On her one-and-only lap she holds Baby Bunting. Because the IID or Instant Infant Dehydrator has just dried his bottom, Bunting is

(continued on next page)



now cooing out of all four mouths.

While some of the youngsters are watching Robbie Rat on one of the wall TV sets, Bessie finds a spare hand with which to push the HPT or Hocus-Pocus Tuner. At the end of a long hard day, Bessie loves to relax over the serialized Woes of Wanda Wainscott.

(In poor Wanda's case, some machine slipped a cog in Original Inside Body Assembly, and she's been blowing gaskets ever since.)

One of Bessie's ears appears to be listening to a radio news report. At

the moment the four other radios in the room seem to be just talking to each other. From the far side the SHFCC or Stereo-Hi-Fi-Crescendo Contraption blares forth the final bars of Tchaikovsky's 1812 Overture.

Bill gives his brood several wide grins, kisses his wife on her (and his) favorite mouth, pats the children all around and repairs to the PEA or Potable-Edible Area. While one hand turns the Gilbey's gin tap and another (more lightly) the M & R vermouth, a third comes up with a fistful of Spanish olives. These he pours down

separate hatches into the common stomach, where a Waring Blender soon is pushing upward satisfying, full-bodied burps.

Then, refreshed, he throws himself into a couple of chairs, and simultaneously tunes idle sets to a sports-cast, a variety show and weather report (even though he knows it's always fair in Dynamo, Mo.); scans a few newspapers and magazines, and (having piped in a refill from PEA) starts reading to the youngest Blanks about the problems of Old Mother Hubbard.

In this modern version, though Mother fails to find her poor dog a bone, she does find the cupboard chock full of 157 varieties of Heinz.

The thought of all this makes Bill hungry all around. After Bessie has paged the rest of the brood by short-wave, the Blanks sit down to a simple but substantial meal. Soup, entree and dessert all go down at once. And then (mindful of their own needs as well as the persistent crop surpluses) the Blanks repeat the process.

Sated and temporarily content, Bill takes off all his shoes, and settles down for a quiet evening of eye-and-ear exercise. But the advertisers have seen that VAC's don't get much rest.

► Every time a print ad appears, or an electronic commercial is ready for announcement, a red light goes on in the left forward compartment of Bill's brain, and a bell rings in several of his ears. (Bessie gets these signals too. But because she has feminine intuition, they aren't so clamorous.)

The signals, in turn, are tied to a mental IBM-Rand DOM or Desire-O-Meter. They tell Bill (and Bessie even more so) how badly they need a new Polar Breeze, and aren't those last week's paper clothes they're wearing really outmoded?

It is even reported that, when VAC was first created, some stealthy advertisers placed in the brain a secret device called UU or Ultra Urges. In any event, it is known that before any VAC is born, a friendly loan company already has moved in with a plan to keep him or her stepping through life.

As Bill sits there he gets to wondering (between lights and bells) whether, under the circumstances, four jobs and four wages are enough. Jane Jones, next door, told Bessie just yesterday that, because her Jim now holds five jobs, and recently got promoted in two of them, they had just bought a Hyper-Hypo. In fact, they didn't even wait to be signaled to it.

To Bill Blank this looks as though those Joneses are going to be a hard family to keep up with. ♦

another container created to  
sell on sight



by J. L. CLARK

Clark designs and manufactures metal containers for many products in many fields . . . practical, attractive containers that protect, identify, help sell the product.

Clark will create and manufacture a container for your product . . . tailored to carry it safely to market, help establish its quality and value impression, to make it your brand.

Clark has the experience and facilities to solve your container problems—to help your product stand out in its field. Your request will receive prompt attention from a qualified Clark representative.



Our booklet, "Traveling Through Clark" will give you a complete picture of the facilities that create and produce containers that "sell on sight." Send for your complimentary copy today.



**J. L. CLARK**

Manufacturing Company

Home office and plant, Rockford, Illinois; Liberty Division  
plant and sales, Lancaster, Pennsylvania; New York  
sales office, Chrysler Building, New York 17, New York.

**SM**

## Reports

### To 'Stockholders'

By this time, if your company does business on one of the stock exchanges, stockholders have probably read your 1959 annual report.

Sales Management, Inc., is a closed corporation, issues no stock and is under no legal obligation to publish a year-end report. Even so, a 16-page, 5-color Sales Management annual report and progress summary (see illustration) hit the mail last month, addressed to our advertisers. Since they invest hard cash in the magazine, advertisers are shareholders-of-sorts, deserving of a flashback on the year's progress and performance.

Instead of consolidated balance tables and P & L data, our report is chiefly concerned with circulation gains, added editorial features, editorial emphasis, plus a commentary on the job functions and challenges facing you—the subscriber. As a subscriber, you, too, have a selfish stake in the performance of your magazine. Perhaps these few extracts from the annual report will add a pinch of pepper as you read future issues of Sales Management:

—1959 was this magazine's 41st anniversary. In the first year, 1918, "the marketing concept" was unheard of, but two sales tools were in constant use: good cigars and spicy stories. Born as a self-covered 16-pager, the magazine suggested that advertising was a part of selling, that responsibility for both should be centered on the chief of sales. Radical then, this is the rule today in most important, well-managed companies.

—1959 was a year of editorial innovation. The bi-monthly "Advertising Weathervane" made its debut; so did "Dynamarketer" and slotted (not a staple in a carload) binding. Big-smash articles, such as "64% of Industrial Calls Are on the Wrong Man" and "Beware the Insectum Quartus Quartarius," were part of our constant campaign to make the power of advertising better utilized, better understood.



—Largest single reprint purchase of the year, 53,000. All together, more than 1 million pages of reprints were sold to subscribers who found ways to re-employ articles.

—Never has there been a time when we could not have jumped circulation quickly. Had we done so, much of our circulation would now be on the fringe of marketing—among men of lesser corporate responsibility. (A few statistics coming up.) Instead, we confine circulation invitations to those whose titles indicate direct control of national and regional marketing budgets, policy. Under this restriction, paid circulation increased last year from 25,132 to 27,733. At year's end, renewal percentage was almost 80%, a stabilized figure for 15 years. Three-fourths of our subscribers are with manufacturers or their advertising agencies. The average subscriber is responsible for about \$15 million in annual sales, marketed three new products last year.

—Income from subscription sales, \$317,500, and income from all sources, including advertising revenue, approached \$2.3 million. May, August and October hit all-time highs in advertising revenue and number of advertising pages.

—The annual report was topped off with a page headed "raison d'être," under which we exposed our soul-searched purposes in life . . . purposes which we attempted to achieve with each of the 28 issues of 1959, will work hard to fulfill in coming issues:

- To help the sales-minded executive plan and work better by day and sleep better by night.
- To interpret for him developments in management and operating techniques for improved sales efficiency.
- To provide statistical tools by which he can better understand and measure markets.
- To enable him to think soundly about corporate sales policy.
- To show him how to blend manpower, media and promotional tools into an efficient operating plan.
- To help him develop effective management controls.
- To help him work with production to build sales values into the product.
- To improve his understanding of the economy, and to point to trends in that economy which may affect his future.
- To serve him as a human being, with human problems which cannot be disassociated from job efficiency and sense of job satisfaction.

**PHILIP SALISBURY**  
Publisher and Editor

## Shopping for a Trip?

Your choice is wide... world wide... when you fly BOAC. Take your pick of jetliners, fast Swift, smooth Britanniast. Five-hundred mile-an-hour Comets! And, soon, mighty 707 Intercontinentals powered by Rolls-Royce engines. It all adds up to a full bag of traveling fun in store for you.

TOTAL: ← →  
You don't pay a penny more to fly by BOAC, so see your Travel Agent or any BOAC Office for low down-payment fares to 51 countries on all 6 continents.

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AIRWAYS CORPORATION

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MONTREAL - TORONTO

# Sales Execs Calm About Expense Accounts

In the aftermath of the big to-do on expense accounts, SM's Sales Leadership Panelists agree 3 to 1 that there's no "scandal" involved in these routine expenditures. Here, for all the world—and the IRS—to see, is the true picture of a practical sales aid, as it is handled in the companies of 200 typical sales chiefs.

The idea that industry entertains its customers 'mid pleasures and palaces—with much of the opulence rubbing off on the hosts—is grossly exaggerated, says Sales Management's Sales Leadership Panel.

"This is judging the mass by the action of a few. Prostitution per se doesn't make all women scandalous," says Kenneth E. Forster, general sales manager, Barrett-Cravens Co., Northbrook, Ill., manufacturers of materials handling equipment.

"I do not deny that abuses of expense accounts exist, or that some of these abuses may be quite flagrant. However the tag 'scandal' smacks of yellow journalism," says Argus Leidy, v-p of The Globe Hoist Co., Philadelphia. "Besides, corrective measures should be considered and adopted calmly, rationally, and intelligently—not on the basis of a crusade. In short, expense account handling is a job for businessmen—not a vice squad!"

These were typical answers of the 155 top sales executives who see no scandal in expense accounts. We queried our Sales Leadership Panel on this shortly after our Feb. 5 issue (p. 40) in which we alerted readers to the fact that sales executives and their salesmen might be prime targets of the Internal Revenue Service's latest drive on expense accounts. As we pointed out at the time, no changes in Law are currently contemplated, only stricter enforcement. This means that IRS is asking business to justify certain types of business expenses which are now deductible, but appear excessive.

If this doesn't work, Congress will

probably start thinking about rewriting some laws.

We asked our panel:

- if expense accounts are "scandalous,"
- whether or not they have any company-owned or -leased entertainment facilities (see box below),
- what would be the effect on customers if these facilities were withdrawn,
- how they would justify (so far IRS is asking only for information) these facilities as a necessary business expense.

That isolated violations tarnish all

industry was by far the overwhelming sentiment among the 155 top sales leaders who voted "No" on the scandal question. Says J. A. McIlroy, v-p-marketing, Electric Storage Battery Co., Philadelphia: "An incident or two is usually confused with a general situation, and I sincerely believe this is the case here. My exposures to expense accounts and their use is as great as anyone's and I do not know of a single serious misuse of one." McIlroy is also president of National Sales Executives.

Many respondents pointed out that excessive entertaining cuts into profits. "No matter how you define it," says F. L. Griffith, v-p and general sales manager, Hewitt-Robins, Inc., Stamford, Conn., "sales expense or entertainment expense comes out of profits, and any healthy business should strive to reduce it. In a publicly owned company such expense is open to scrutiny and criticism; well-run companies cut it to the minimum."

Some of our panelists feel that the lavish touch is out because it just doesn't work. "I only speak from the position of a raw materials supplier," comments C. O. McNeer, general sales manager, Chemical Products Div., Goodyear Tire and Rubber Co., Inc., Akron. "We earn our business with quality and service. Our expenses are budgeted, and no one can go off the deep end. An attempt to buy orders in the chemical business is easily spotted because technical people can't be fooled."

Among those who reported that their companies keep far too tight a control on expense accounts to permit any shilly-shallying (regardless of IRS) are: John O. Gwin, sales manager, Armour Pharmaceutical Co.,

## Much Ado About Very Little

Only 61 company-owned or -leased facilities which had to be reported for the first time in the 1960 tax return turned up in the responses of 219 top sales executives. In some cases one company has two units.

Hotel room (mostly at conventions)	20
Yacht or boat	9
Fishing camp	9
Working ranch or farm	6
Apartment	6
Resort property	4
Hunting lodge	3
Other dwelling	3
Guest house at plant	1

Kankakee, Ill.; Don Stricklin, national sales manager of the Family Products Div., International Latex Corp., New York; Walter Wendler, v-p, Amana Refrigerators, Inc., Amana, Iowa, and John T. Burns, general sales manager, Aero Hydraulics Div., Vickers Inc., Sperry Rand Corp., Detroit.

Expense spending isn't out of line in the industrial field, reports Borje Rosaen, general sales manager, Hydraulic Div., Brown and Sharpe Mfg. Co., Manchester, Mich., who informs us: "We are still working in the Scotch and steak area with our customers."

Many panelists acknowledge, how-

ever, that industry does have something to worry about. "Although our company never has been involved in expense account abuses, we have seen evidences of this in industry," says Arthur T. Olsson, sales manager, Acheson Colloids Div., Acheson Industries, Inc., Port Huron, Mich. Olsson warns: "If industry is unwilling to rid itself of unsavory business practices through appropriate controls and policies, it is simply asking for Government investigation."

Significantly, not a single one of the companies named so far owns or leases any of the facilities listed (see

page 101) for entertaining customers. Sperry-Rand has a fishing camp for internal meeting use only.

► Most of the 49 panelists who voted "Yes," expense account abuses are indeed a "scandal," agree with Robert B. Winkler, v-p, Durant Mfg. Co., Milwaukee, who says: "Certainly there has been abuse, but I believe it originates principally with executive owners and not sales personnel."

Smaller, family-owned businesses are singled out as the worst offenders.

On the other hand, Clarence J. Piemeisl, sales manager, Hamilton-Beach Div., Scovill Mfg. Co., Racine, Wis., says: "The big operators have hidden behind many expensive benefits that they couldn't afford without the expense account. It is unfair competition for the little operator."

Neither Durant nor Hamilton-Beach owns or leases any permanent entertainment facilities.

Others who say they see expense account abuses (whose firms don't maintain facilities) are:

—John M. Clem, sales manager, Air-Maze Corp., Cleveland: "Most of the present laws and IRS rulings invite chiseling."

—Morris Stone, v-p, American Greetings, Inc., Cleveland: "Since we don't abuse expense accounts and watch ours carefully, we do resent others' handling them loosely."

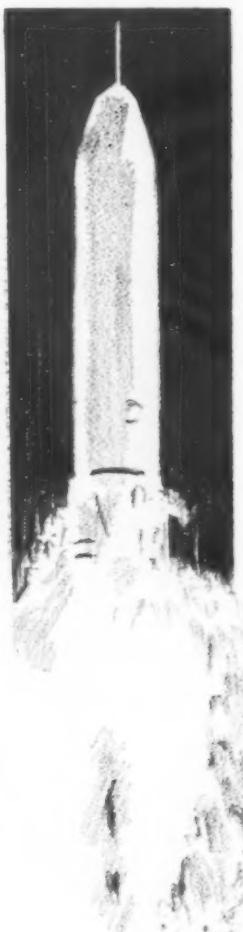
—A. S. Mrozek, v-p, sales, Ingersoll Div., Borg-Warner Corp., Kalamazoo, Mich.: "Some corporations have gone overboard on items of entertainment. The type of entertainment which obligates the potential buyer is fair to neither the buyer, his organization nor competitors, since it sets a standard of doing business which is costly and, therefore, relates directly to the cost of the product."

One interesting reaction of this panel was the strong defense of entertainment facilities put up by panelists whose companies don't have them.

For example, John D. Shaw, general sales manager, International Silver Co., Meriden, Conn., says he'd justify such facilities on the grounds of "Good will—My competitor does it, so must I—Only we don't do it in the first place."

Another defender of the right to entertain in such surroundings, although his own outfit doesn't have them, is W. F. Latz, sales manager, Scripto, Inc., Atlanta: "Excellent means of entertaining customers in a relaxed manner. It is very conducive to building better relations with customers and thereby increasing sales."

The few sales chiefs whose firms



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You can take advantage of Columbus' unique character as a test city, too. For complete facts on Test City, U.S.A. request your copy of the new 8-page Columbus Dispatch test market booklet.

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Evening and Sunday  
**and Columbus Citizen-Journal**  
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**SALES MANAGEMENT**



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do operate their own establishments for entertaining agree to a man that it helps business tremendously to get the harried prospect far away from everyday cares.

Reports W. J. Butler, sales director of Dierks Forests, Inc., Hot Springs, Ark., manufacturer of fence posts: "There is no substitute. Facilities are required to maintain customer interest in a company and its products and to maintain relations between salesmen and customers." Dierks Forests maintains a fishing camp.

D. S. Miller, v-p, marketing, The Kawneer Co., Niles, Mich., which also maintains a fishing camp, claims: "Use of this type of facility in moderation, provides an atmosphere desirable for mutual discussion of long-range plans in a healthier atmosphere than the usual hotel room and other typical 'out of the office' circumstances."

Some companies combine research facilities with customer entertaining.

For instance, the sales manager of a food company which has a research farm on an island—and a boat for transportation to the farm—also accommodates a few customer guests there. "The fact that there are ducks and fish around is incidental," says he.

Most of the companies which report that they have entertainment facilities, name hotel rooms, and these usually at conventions. "I believe that the proper use of such facilities are a justifiable means to 'get the order,'" says John R. Warnock, marketing manager, Detroit Controls Div., American Standard, Detroit. Speaking of his company's practice of having suites at conventions, Warnock continues: "It has been proper business procedure in the past, and only flagrant violations by some concerns have caused the furor."

► Warnock feels, however, that withdrawal of these suites probably would not make much difference in company relationships with customers . . . that all this adverse publicity has made some customers gun-shy about accepting hospitality . . . and, besides, he wouldn't miss them himself.

Another sales executive, with a large men's clothing company which maintains a New York apartment, also thinks it probably wouldn't make much difference to customers if the place were abandoned. He certainly wouldn't miss it himself. The apartment, says he, "is largely a matter of

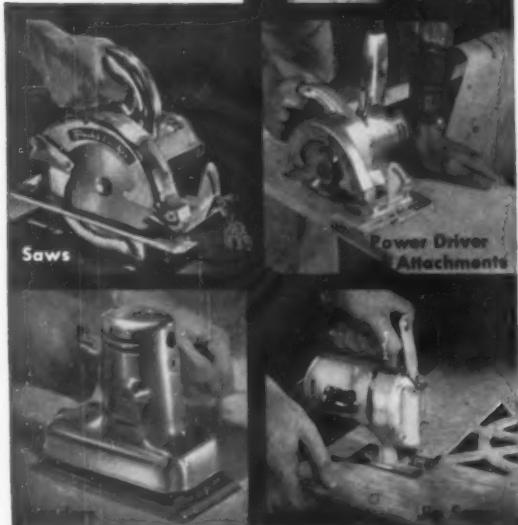
convenience and time-saving—helping a customer to be ready for business the next day when he comes to town without a hotel reservation."

One panelist who doesn't go along with the idea of permanent entertainment locales is W. M. Fletcher, sales manager, The Carter's Ink Co., Boston, who states: "I believe that any company which operates such facilities would find them difficult to justify as a 'necessary' expense."

Thirty-one respondents (not all from companies with these facilities) feel that their loss wouldn't make much difference to customer relationships; 20 wouldn't miss them themselves (some don't have any); 9 think their customers would miss the facilities greatly; 7 think the bad publicity has destroyed the usefulness of these set-ups, for the moment, at least, and 4 say they enjoyed the places themselves and would miss their use with customers.

"This is a politically sensitive year," sums up Harold W. Beder, director of marketing, Harris Intertype Corp., Cleveland, "and age-old practices are being 'discovered' for their news value. Today is no better or worse than prior days and years." ♦

# MAN APPEAL



## B&D premiums provide terrific sales incentive!

Put B&D power tools at the top of the list for your next sales incentive program. They're quality-engineered with a man in mind. More men, especially do-it-yourselfers, ask for B&D than any other brand. For a he-man premium that will be enthusiastically received by your sales force . . . think of Black & Decker, and send the coupon below for complete information.



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# Black & Decker®

Towson 4, Md.

THE BLACK & DECKER MFG. CO., Dept. S-030, Towson 4, Md.  
Gentlemen: Please send me details on B&D Tools for sales incentive program.

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Firm.....

Address.....

City..... Zone..... State.....

## TV GUIDE 1st QUARTER REPORT

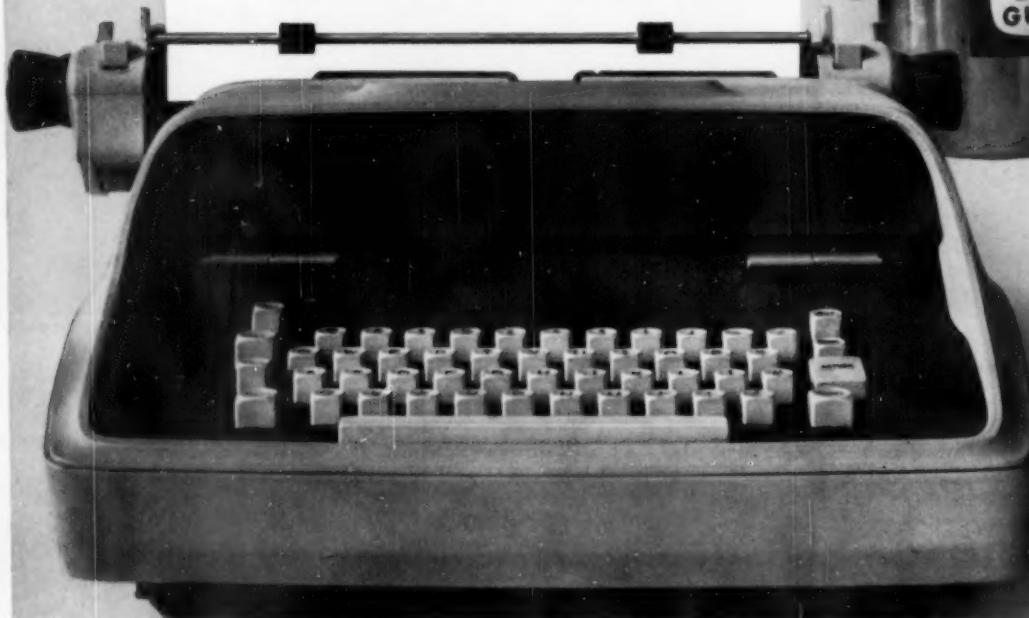
CIRCULATION ROSE ABOVE 7½ MILLION, by far the largest total any weekly magazine has ever reached. Number of regional editions increased to 56, further enhancing and refining the unparalleled flexibility of this magazine and the service it provides at the local level.

ADVERTISING REVENUE WENT UP 33% over first quarter 1959. TV GUIDE continues to pile gain upon gain as more and more advertisers discover the tremendous influence of this magazine on millions of minds--and pocketbooks.

TV GUIDE'S ADVERTISERS include some of the most successful names in American marketing--names like Plymouth, Valiant, Coca-Cola, Baker's Coconut, Nabisco, Swanson, Sanka, Noxzema, Log Cabin, Dinner-Redy, Oldsmobile.

There is in this magazine a record of wholesome growth and the promise of continuing that growth. And, it goes without saying, good advertising works best in such a climate.

BEST-SELLING WEEKLY MAGAZINE IN AMERICA



When you've got big plans for the future — you have good reasons for reading your businesspaper mighty carefully. This is where a man who means business, gets facts, news, ideas . . . information he needs to do business. Issue-after-issue you find meaty stuff to keep your job and your business growing — in both the advertising and editorial pages of . . . your businesspaper.



Director of Media, Chicago Agency . . . Photo on location by Arnold Newman

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as any advertising man who knows his business will tell you — *because*  
**men who read businesspapers mean business**



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Copies of this cartoon are available through the artist, Eldon Frye, Box 475, Del Mar, Cal. Price: 10 cents each, parcel post prepaid. Minimum quantity 100. Priced at 7 cents a copy for 1,100 or more. Permission to reprint granted to house organs at 1 cent per copy of circulation, minimum \$10.

# Sales Manpower Raids— Robertshaw-Fulton Steals from Itself



The school was set up for CUSTOMER service—but some people don't see it that way. As fast as Robertshaw-Fulton's exhausted training director can break in a new staff, R-F Sales rifles it.

When Robertshaw-Fulton Controls Co. instituted a nation-wide service training program 14 years ago, the company didn't realize that it was setting up, in its instructors, a matchless source of highly trained sales manpower.

The "schools" were originally set up to help service the company's important line of automatic control devices for home appliances (ranges, water heaters, heating systems). R-F believed it could give important assistance to the entire industry and gain considerable good will with a program of basic training in installation and adjustment of appliance controls. Students would be appliance service men and sales personnel.

Young, relatively inexperienced men were hired to conduct the classes. To the surprise of company officials, conducting the instruction sessions proved to be ideal sales training experience. Today, the company gets almost all its appliance-control salesmen from the staff of the service training group.

"It gives me a tremendous personnel problem," says Charles E. Smith, the company's national service director, "because the Sales Department is constantly raiding my staff for selling jobs. But I'm proud of my boys—almost without exception they've left me for good jobs in sales. One is now a district sales manager."

"I think the secret of my department's success as a training ground

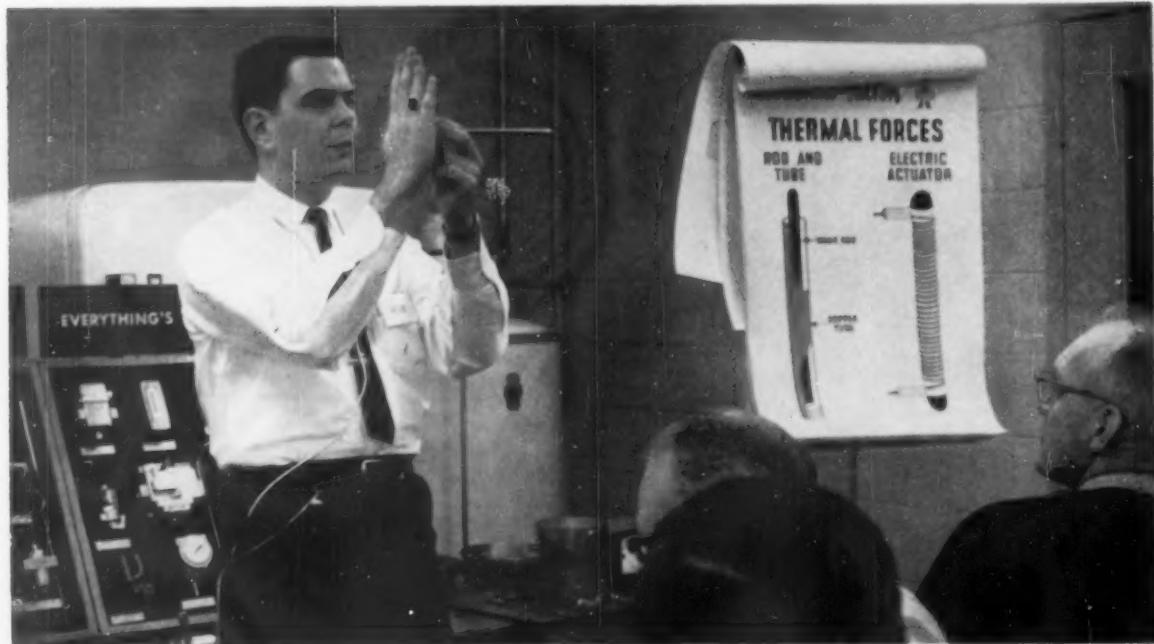
for salesmen," Smith adds, "is that these men learn 'selling by telling.'"

The company has six men assigned to the service training operation. Strategically located to cover all areas of the U.S., they work with station wagons packed full of working appliance controls. Each wagon also carries a supply of LP gas, card tables, and various diagrams used in the training sessions.

The typical school, usually 25 to 50 members, is held at a gas utility company, or at an appliance dealer's or a manufacturer organization. Each student—the appliance service man or salesman—gets a chance to take apart, adjust, and put back together various controls connected to a gas supply.

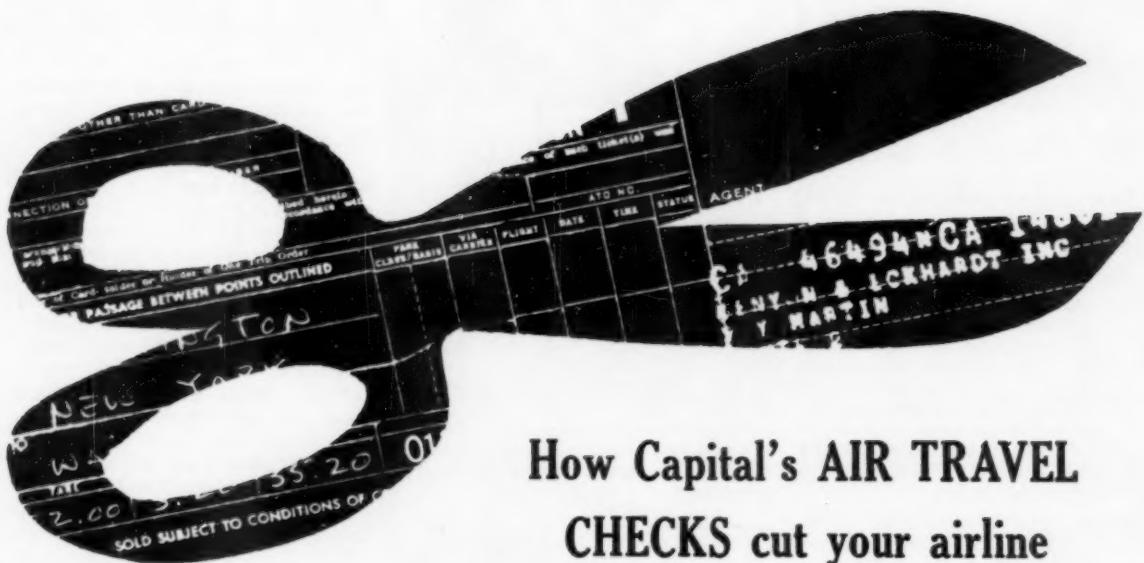
"These fellows have to learn to think on their feet," Smith points out. "They go cold into a room full of people they've never seen before, and spend two hours telling them what

(continued on page 110)



PRIME CANDIDATE for sales force is training school instructor, Robert Newquist, here demonstrating basics of appli-

ance controls. To teach servicing school staff men must know operation of R-F products, develop poise and delivery.



## How Capital's AIR TRAVEL CHECKS cut your airline ticketing problems!

**FOR THE BUSINESS TRAVELER:** Any Air Travel Card holder (no matter what airline account) can get Capital's AIR TRAVEL CHECKS, the simplest and most versatile of all airline write-your-own-ticket plans. AIR TRAVEL CHECKS eliminate ticket pickup, speed and simplify billing.

**FOR THE VOLUME TRAVEL ACCOUNT:** Here's the easiest method of pre-

paring tickets for traveling employees. And an added convenience: no detailed ticket reports to make out. A transportation receipt is included in each set of AIR TRAVEL CHECKS. (All travel

via AIR TRAVEL CHECK is charged to the Company's Universal Air Travel Plan account the month the charge is incurred.)

Capital AIR TRAVEL CHECKS can be easily obtained from your local Capital Airlines office. Just give your name, address and Air Travel Plan account number. And say goodbye to your airline ticketing problems!



FLY CAPITAL TO N.S.E. CONVENTION IN BUFFALO, MAY 15-18



## "If these business indicators had told us the WHOLE story, we'd be set for this market!"

Within their limitations, all indicators of business activity have some significance, but few of them foreshadow the market for construction materials. They are too late to be of predictive value, too general to reflect a specific construction market. This is precisely why—if you sell in the new construction market—DODGE CONSTRUCTION CONTRACT STATISTICS can have special meaning for you.

DODGE CONSTRUCTION CONTRACT STATISTICS—reporting current contract activity which forecasts future buying—provide the opportunity month after month for a priceless survey of tomorrow's market. This can mean the difference between keeping you prepared—or leaving you still in the gray area of "maybe" if you rely exclusively on general economic data only remotely reflecting construction activity.

Get the whole story on how DODGE CONSTRUCTION STATISTICS—tailored to cover just the areas where you do business, and just the types of building that interest you—allow you to make valid short-term predictions based on current contract volume. They give you a strong competitive edge by helping you to control inventories, raw material purchases, production, and promotion.

### Dodge Construction Statistics

- help you in determining whether you're losing or gaining ground in your market;
- help you in making valid short-term predictions—to control inventory, production and promotion;
- help you in setting realistic sales quotas;
- help you in evaluating performance vs potential for individual salesmen and distribution outlets.



### F. W. DODGE CORPORATION DODGE CONSTRUCTION STATISTICS



SEND FOR THIS  
FREE BOOK!

**F. W. Dodge Corporation**  
119 W. 40th St., New York 18, N. Y., Dept. SM50

Please send me your booklet, "Dodge Construction Statistics . . . for Better, Safer, More Profitable Business Decisions."

Name ..... Title .....

Company .....

Address .....

City ..... Zone ..... State .....

to do and what not to do, and answering their questions. After a couple of years of this, they almost invariably develop into good, solid sales manpower material."

In addition to their school activities, while traveling to new assignments, service training instructors stop by, unannounced, at small LP gas companies and appliance stores. "They introduce themselves, chat, ask if there's any service we can provide, and in general, try to be helpful," says Smith. "This, too, is basic training.

"When I hire new men," he adds, "I don't necessarily go looking for sales material, but I do look for a man who has personality and stability—a man I think can knock around the country meeting and talking with people, representing the company in a favorable manner. We prefer men with a couple of years of college, some engineering background or some experience in the gas or controls industries, but many times we take people on without these qualifications.

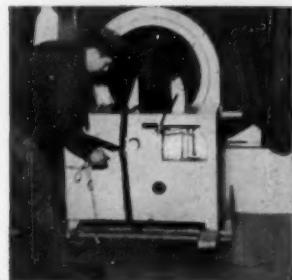
► The typical man lasts about two years in the service training department before he's snapped up by the sales manager of one of the firm's two divisions specializing in appliance controls. According to M. B. Gault, general sales manager of the Robertshaw Thermostat Division at Youngwood, Pa.:

The service training experience these men get uniquely qualifies them for selling. They meet new people every day, they learn to deal with all types and be pleasant and helpful to all of them, they learn to think and talk on their feet, they learn the product, they become experienced traveling men—in short, they pick up in a couple of years all the basic attributes I'm looking for."

Charles Smith's life has become considerably more complicated by the good results of his program. "When I took this job three years ago," he says, "I visualized it as pretty rough at the start, getting six new men trained. But I figured that once they were trained, I'd have a stable organization and could sit back and relax.

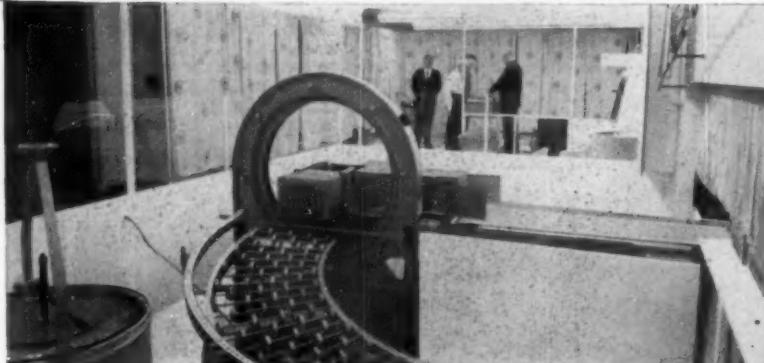
"But now that they tell me I've developed the finest sales training school in the appliance industry—in addition to running a customer service operation—I'll never have a stable staff. Just when I get everyone trained and think the thing can run itself for a while, here they come, picking off my men for the sales force.

"But it's been a marvelously healthy situation for the company in general. We know exactly where to look for new salesmen." ♦



## Intricate Exhibit arrives promptly... in perfect working order!

U. S. Steel display components picked up in Chicago and Pittsburgh are delivered in New York ready to operate.



America's Most Recommended Mover

● Electronic intricacy of one major component is the key to the automatic strapping exhibit which U. S. Steel's Supply Division entrusted to Mayflower's moving care. It could easily be damaged in transit if not carefully handled. But when Mayflower delivered it from Chicago to New York City, it arrived in perfect condition and worked the first time it was plugged in.

This type of service is an every day occurrence with Mayflower's skilled packing and handling, plus the protection and cushioning provided by Mayflower's new "air-ride" van. To save time and money, call Mayflower, to move your valuable exhibits.

*Ask for "17 Reasons Why" Booklet . . . a practical exhibit guide*  
AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS, INDIANA



## The Syracuse Market is BIG

**229,181 Salesmen\***  
**WORK THIS TERRITORY EVERY DAY!**

... and they know the territory. The Syracuse Market is 15-COUNTIES-BIG . . . and covers one-third New York State's total area. It is delivered by only one efficient, low-cost way . . .

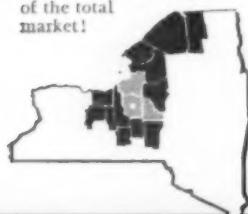
### THE SYRACUSE NEWSPAPERS

This big, rich, buying market . . . ALL OF IT . . . must be in your advertising plans! No other combination of media in this area delivers comparable coverage at a comparable cost. Get the details—circulation, influence-power, and full market measurement from MOLONEY, REGAN & SCHMITT.

\*The combined circulation of the Syracuse Newspapers.

FULL COLOR AVAILABLE—  
Daily & Sunday

Buy TOTAL coverage  
of the total  
market!



## the SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN  
Evening Sunday

THE POST-STANDARD  
Morning & Sunday

Represented Nationally by MOLONEY, REGAN & SCHMITT

CIRCULATION: Combined Daily 229,181 Sunday Herald American 202,737 Sunday Post Standard 103,496

## Translations from The Sales Manager

By PAUL F. BRADLEY

1.) Because of the unsettled market conditions at the time we established your quota, we foresaw the necessity of future adjustments.

Translation:

Those fat commissions are all done, boy.

2.) Expense Account entries are to be a precise representation of the amount and nature of the expense incurred.

Translation:

That new hat IS in there, isn't it?

3.) The frequency of our calls on any specific account should be determined by the purchasing potential of that account.

Translation:

Yes, she's a doll, but receptionists don't buy steel.

4.) Twenty-five calls a day is an impressive record, but there are other important factors in successful sales promotion.

Translation:

You should mention your product to each customer.

5.) A salesman with a future is a salesman who concentrates his selling energy on those who influence his customers' buying habits.

Translation:

You are dancing too often with the sales manager's wife.

6.) A smoothly regulated flow of communication between various organization levels can lend added strength to our team effort.

Translation:

You're way behind with your call reports.

7.) We have a clerical staff well trained to handle your orders, customer correspondence and quotations.

Translation:

A little rain never hurt anyone.

8.) If your sales don't improve, you're going to be looking for a job.

Translation:

If your sales don't improve, you're going to be looking for a job.

★ ★ ★

Note to readers: Got any other translations? Send them in. Address Bob Nicholson, managing editor, Sales Management, 630 Third Ave., New York 17, N. Y.



## how to get caught in a flood (of sales)

You don't have to tear down a levee, blow up a dam or dive into a deluge. Just uncork the full power of Mass Mail.

Mass Mail is a versatile medium for advertising, sales and research. It combines the advantages of direct personal communication with the blanket coverage of the mass media.

Lemarge is one of the pioneers of the Mass Mail technique. Over the years, we have used it successfully to test new markets and products, to procure sales leads, for direct selling, for couponing and sampling.

One Lemarge client recently had to increase its sales force by 20% after being swamped by sales leads we helped create.

If you are advertising or selling in consumer markets, chances are Mass Mail—and Lemarge—can serve you profitably, too.

**LEMARGE**

mass mail  
specialists

Lemarge Mailing Service Company, 417 South Jefferson Street, Chicago 7, Illinois

Sales Management May 6, 1960 113



There's nothing funnier for salesmen than seeing true-to-life sales situations humorously exaggerated. When the situations are easily recognizable like an overloaded expense account . . . the cliched' sales pitch . . . or the how-to-sell the new account presentation . . . every salesman is guaranteed to laugh. And they will, when they see "HERMAN HOLDS A SALES MEETING."

Here's good, clean fun . . . NOT a sales training film, but a rib-tickler that's sure to relax your audience . . . put them in a good frame of mind for what's to come, or act as the wind-up to your sales meeting. A 10-minute, 16mm. sound, full-color motion picture. Available for rental or purchase. Write today for full details, plus our "Directory of Sales Films."

## DART NELL

4664 RAVENSWOOD • CHICAGO 40, ILL.

"HEADQUARTERS FOR SALES TRAINING FILMS"

### "How come VPD SALES BINDERS cost so much less?"

Over 400 in-stock, ready-made binders to choose from. EASELS, FLIP-OVERS . . . sizes from 7x5 to 24x18 . . . many styles and colors.

At your stationers now.



### SALES BINDER REFERENCE BOOK

Write for Reference Book #10.

JOSHUA MEIER CO., INC.

601 West 20th St. • New York 1, N.Y.

# -SM SALES PROMOTION IDEA FILE

By LARRY SCHWARTZ, President, Wexton Advertising Agency, New York

### Piggy-Back Mailings

More and more retailers are coming to look upon mailings of monthly statements to charge-customers as an income-producing advertising vehicle. Most common use of this new medium is by magazines looking to sell subscriptions via reduced-price offers.

Enclosed with a recent statement from Browning Fifth Avenue was a full-color folder offering a 27-week subscription to Time magazine for only \$1.97. Broadstreet's, New York, another men's wear retailer, included a self-mailing envelope-type order form for Changing Times, the Kiplinger magazine, which offered a 6-month subscription for \$2, a saving of \$1.

Naturally, these enclosures are coded so that the store receives a commission on every subscription sent in.

Do you have statement stuffers or other order-producing mailing pieces that you can arrange to have ride piggy-back on the mailings of others—or can you arrange to have others ride piggy-back on your mailings?

### New Magazine Combines Sight and Sound

Latest wrinkle, and a logical one to keep pace with the interest in Hi-Fi, is the "magazine with the hole in the middle," called Echo. It's a high-quality magazine of news and culture, with six 7-inch long-playing records of thin plastic, and a comb binding that permits the whole magazine to be laid flat on your turntable, ready for playing. In a recent issue were included an interview with Mary Martin, a song by the Trapp Family Singers, the Kingston Trio, the late

Mayor La Guardia of New York, reading the Sunday comics over the radio during a newspaper strike, and a monologue by Shelly Berman, the comedian.

Newstand price of this quarterly publication is \$1.50. Circulation is 30,000. If you want to bind in a record with your message the cost will be 8 cents per copy and you get a black-and-white ad free. A full-page ad in black and white if you don't purchase the record, is \$400.

For full information on Echo, write to John Wilcox, 160 E. 48th St., New York, N.Y.

### Using the Media Around You

Riding in a cab in downtown New York near the Federal Court House, I was intrigued to see a huge painted ad on the side of a building, offering a free attaché case to lawyers who use \$50 worth of a local stenographic service.

Sides of buildings often make a low-cost, highly effective means of transmitting a message to passers-by.

There's talk in New York about using subway grates (sidewalk level) for advertising — one painted message as you walk in one direction, another as you walk in the opposite direction.

Another new trend comes from Syracuse, where National Biscuit Co. has a large poster board (at the corner of West Genesee St. and West Erie Blvd.) announcing that Millbrook bread is baked to the accompaniment of music. Two amplifiers under the poster provide music that can be heard in a passing car (through closed windows). Muzak Corp. pipes in the music.

And there's always the postal meter

### T'AIN'T NECESSARILY SO!

Lots of folks think Lubbock and the West Texas area are mostly cowboys and Indians. T'ain't necessarily so.

We've got a lot of non-cowpokes too. 145,000 of us right in the city limits with \$184,438,239.29 deposited in the banks.

And we dearly love to spend it for new and different products that make living better.



### LUBBOCK AVALANCHE-JOURNAL

MORNING • EVENING • SUNDAY LUBBOCK, TEXAS

ROP Color Available All Issues

# Marketing Men Everywhere

*are evaluating Incentive Merchandising as their new sales dimension for sustained sales growth.*



## Qualitative Minds Agree

*Incentives supplement advertising  
and move merchandise—Quickly*

**Edited to inform those who must sell—more.**

*To study a copy (without cost) write—*

**PREMIUM PRACTICE**

**The Magazine of Incentive Merchandising**

630 Third Avenue, New York 17, N. Y.

## NEW COMPACT UNIT FOR SOUND AND SIGHT



### C.O.C. COMMUNICATOR THE DESK TOP SALES THEATRE...

Demonstrates your products, displays your services visually—AND narrates your story dramatically... Assures interest, leaves a lasting impression, turns prospects into customers. Makes everyone a perfect salesman.

Excellent for desk top or small group viewing—without room darkening. Sets up in seconds. Assures high fidelity sound and picture brilliance. Simple to operate. Ideal for business, industry, education.

The portable C.O.C. COMMUNICATOR combines rear view film strip projector, built-in screen and 4-speed phonograph in a small, attractive attache case. A versatile quality-engineered unit at most reasonable cost.

- Handles up to 12" records (20 min. play at 33 1/2 rpm without turning records) • High gain amplifier for perfect quality & sound volume • Large 8" x 6" patented Lenscreen for wide angle viewing • Precision optics • One knob framing with click stops • Storage space for records, film strips, etc. • AC, 110/120v • Overall 19" x 13" x 5 1/2" • Abt. 15 lbs. • Fully guaranteed.

**ONLY \$98.50**

... for those who do not require sound:

**C.O.C. "EXAMINER" ONLY \$59.50**

FILM STRIP PROJECTOR with built-in screen in handy luggage-type case—for effective visual presentations.

For economical slide demonstrations:

### C.O.C. EXECUTIVE PROFESSIONAL PRESENTATIONS, —MADE EASY WITH THIS PROVEN SALES AID.



35mm slides may be worked into an effective action-stimulating sales message. Projector, automatic slide changer and screen in a small compact unit. Sets up in 3 seconds for group viewing in fully lighted room. Simple to handle, easy to carry.

- Precision optics • Patented 8" x 8" Lenscreen for wide angle viewing • Holds up to 3 magazines (36 slides ea.) for indiv. or sequence showing • Rugged aluminum unit • AC-DC, 100-125v. Only 6 lbs.

**\$69.50**

Used by leading corporations & institutions!  
WRITE NOW for illustrated literature & name of dealer nearest you!

**C.O.C.  
INDUSTRIAL**

37-19 23rd Avenue,  
Long Island City 5, N.Y.

indicia on your outgoing mail to plug your product, service, TV show, etc. The New York Telephone Co. is merchandising a new film with the indicia message, "New Free Film All About New York—Call Our Business Office."

#### Free Pocket Planner

A handy promotion planner—a monthly schedule and planning form that folds to fit your pocket—is available without charge from Merv Zwerling, Functional Display, Inc., 1370 Blondell Ave., New York 61, N.Y.

#### Entertain by Remote Control

The Roundtable Restaurant, 151 E. 50th St., New York, sends each of its credit card holders a number of one-time guest cards which can be used without the card holder's being present. Thus the card holder can entertain as many customers and prospects as he wishes by remote control—at a time convenient to them. They simply present the signed guest card instead of paying the check.

This twist should appeal to wives who have had to stay home alone while executive husbands have been "entertaining" customers. The only problem, of course, is that the executive can't ask the prospect for the order at the moment the prospect is being entertained.

#### Computer Reads Same Language as Human Eye

Magnetic Ink Character Recognition, a common language that can be read by both electronics and the human eye, is the system utilized by Burroughs Corporation's Visible Record Computer.

The system can use up to 12 tape

readers, allowing more than 2,500 program instructions at any one time. It can perform 4,000 arithmetical functions per minute and provide vital accounting and statistical data needed for management decisions.

Used primarily by savings and loan associations, the Visible Record Computer can also be used for production and sales data, inventory control, time-payment plans, historical records of accounts, automatic trial balancing, automatic preparation of statistical reports, automatic control of delinquent accounts, etc.

For further information, write to Burroughs Corp., Detroit 32, Mich.

#### Pocket-Size Movie Viewer

For the manufacturer whose product is too big to carry, yet must be demonstrated in action, the compact Previewer 8 movie viewer (for 8 mm film) is ideal when circumstances make it difficult to set up projector and screen.

The Previewer 8 takes 50 ft. (5 minutes) of black-and-white or color film, has built-in illumination, and does not require threading. Weight is only 12 oz.

List price for this well-made, handy sales tool is only \$12.95. For sample and cost in quantity, write to Robert H. Reibel, Hudson Photographic Industries, Irvington-On-Hudson, New York.

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**Sales Promotion Idea File** is a monthly review of sales-producing tools and ideas designed to stimulate the thinking of sales-minded executives. Address contributions to Larry Schwartz, c/o Sales Management, 630 Third Ave., New York 17, N.Y.

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#### This Year's "Survey" to Be Published July 10

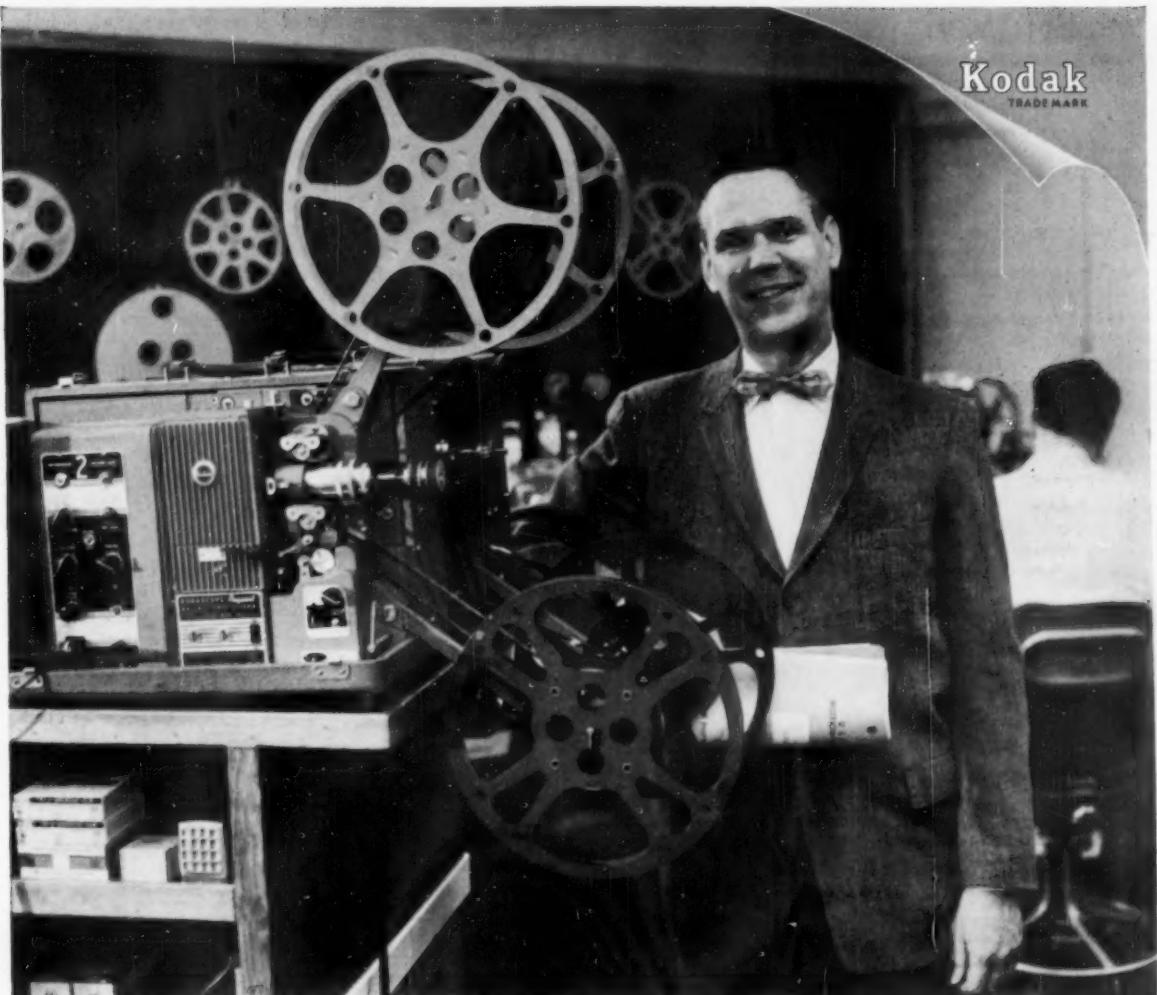
To the world of marketing, May 10 has become almost as outstanding on the calendar as July 4 is for all citizens. The date is almost as well known as the issue for which it stands—Sales Management's Survey of Buying Power.

This year the issue date will be July 10.

The May 10 date could have been maintained, with a further up-dating of our estimates, but it would have meant continuing the use of the 1954 Census of Retail Sales as the benchmark. Last year the Government made business census for the year 1958, but final revised returns have been delayed by Washington.

The editors believe that subscribers would rather wait another two months and get retail sales estimates for 1959 projected from the new 1958 base than have us work from the 1954 base; and so July 10 has been selected as the issue date.

**The Editors  
Sales Management**



"These Kodak Pageant Projectors can record sound as well as play it back. We use them to transfer sound from magnetic film to duplicate prints . . . saving time and recording expense, and providing flexibility."

## "Movies communicate in minutes what would otherwise take hours or days to learn"

**Says producer Charles Probst, President, Cinefonics Inc., a Division of Cook Electric Company, Chicago, Illinois:**

"Our movies speed the interchange of technical information—create an understanding vitally needed among engineering teams widely separated by place, time, or technology. These motion pictures also help the layman understand scientific advances, especially in nuclear and space age projects.

"Cinefonics film reports, we've been

told, can interpret and communicate—faster than personal talks or visits.

"One way we meet our 'crash' deadlines—when vital information must be filmed with sound and rushed to many places for viewing simultaneously—is with the Kodak Pageant Projector setup (above) for recording magnetic sound tracks.

"We use many Kodak Pageant Sound Projectors because they're compact and quiet, because their performance flatters

the motion pictures we make, and because they don't get in the way of what we're showing."

### **Smooth presentations**

. . . that's the Kodak Pageant idea. A projector that takes distractions out of screened instructional, sales, educational, and business motion pictures.

A Kodak audio-visual dealer will demonstrate. Or, write for detailed booklet.

*Kodak Pageant Projector* → **EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.**

## WORTH WRITING FOR . . .

A selection of noteworthy studies of markets, media, consumer buying trends, product and service developments that can pay off for you.

### The Years Ahead

A long-range economic forecast of the years 1960 to 1975: growth of business, industry, the nation. Intended primarily for use by American-Marietta Co. and its customers, it is a report that has far-reaching implications for every thoughtful sales and marketing executive preparing for the years ahead. It seeks to translate the impetus of the present into the business opportunities of the next 15 years. Data were compiled by Dr. Frances Stone, who has come up with these projections: In tonnages and yardages of output, the economy of 1975 should be nearly the equivalent of two American economies of 1959. Our Gross National Product is today about \$480 billion. By 1975 our current rate of growth will give us a G.N.P., in today's dollars, of \$925 billion. The rise in standards of living will be equally

dynamic. Incomes should increase by 50% over the next 15 years. The average American family of 1975 should enjoy an annual income of \$9,400—again, in current dollars—compared with \$6,480 today. The market potentials of 1975 also offer an unprecedented outlook. For example, the aggregate purchasing power of families with incomes over \$10,000 should equal the entire consumer market today. The demand for cement—to take an important industrial product—should more than double today's production. Demands for electricity will be almost triple today's requirements. Three key factors will motivate the expansion: (1) The population will continue to increase at a rapid pace; (2) a new and greater period of construction is likely to dwarf even the post World War II building boom, and (3) an era of unprecedented tech-

nological progress lies ahead. For the full report, write H. N. Huntzicker, Executive Vice President, American-Marietta Co., Dept. SM, 101 E. Ontario St., Chicago 11, Ill.

### Colorado Farm-Ranch Families

1960 buying intentions survey of Colorado's ranch and farm families. It covers sales potentials for more than 160 products and services. Included are data on what these families bought in 1959 to compare with what they plan to buy. In most cases actual purchases exceeded buying intentions reported a year ago. Purchases for 1958 were also greater than anticipated. Therefore, most 1960 buying intentions estimates are also probably conservative. Write Jim Austin, Advertising Manager, Colorado Rancher and Farmer, Dept. SM, P. O. 1349, Denver, Colo.

### The Yachting Market

A report of a survey of 1,647 Yachting readers, conducted by J. Stevens Stock Research Co. Data include: amount spent on boating during the past year; years of participation in boating; length of ownership of boat; number of people owning one or more boats; types and sizes of boats; boat buying intentions—kinds of boats wanted; where boats are kept; number of people owning one or more outboard motors; boating equipment bought during the past year; foreign travel. Write Robert N. Bavier, Jr., Vice President and Advertising Manager, Yachting, Dept. SM, 205 E. 42nd St., New York 17, N.Y.

### Blueprint for Selling

A guide to help you modernize and expand your sales effort to capitalize on today's opportunities: how to scale your market's dimensions, how to sharpen sales strategy, how to draft sales tactics, how to project the sales story, how to make the plan work. Write Hugh Sharp, Promotion Manager, Chemical Engineering, Dept. SM, 330 W. 42nd St., New York 36, N.Y.

### How to Hold a Meeting

Authored by Dr. Emile Holman, Stamford University, this booklet details techniques of holding meetings that involve the use of audio-visual aids. It will help to remedy some of the basic errors made regularly in audio-visual presentations at meetings of all types. It deals with the proper use of all visual and auditory aids, the choice of equipment well in advance and the methods of making arrangements with hotel or lecture hall administrators for suitable location of speaker, equipment and audience. In

## This man is "Ready-to-Buy"



Coming soon...a new way to reach  
your most valuable market...  
the people who are "Ready-to-Buy!"

addition, it tells how to arrange for personnel to operate equipment, how to provide for the comfort of speakers, how to use a microphone, how to time slides, etc. Write Alex J. Weinstein, President, Ednalite Optical Co., Inc., Audio-Visual Dept. SM, 200 N. Water St., Peekskill, N. Y.

#### **Hidden Losses in Business**

This booklet shows how substantial savings can be effected in your business. It describes 11 basic situations which can cost companies thousands of dollars and the good will of customers and suppliers each year. It also details the role internal communications play in eliminating costly return telephone calls, improving customer relations, eliminating work-post absenteeism, cutting down mistakes, maintaining privacy, avoiding "pressure minutes," saving time, keeping ideas moving through clear channels. Write M. J. Carlson, President, Dictograph Products, Inc., Dept. SM, 95-25 149th St., Jamaica 35, N. Y.

#### **Sales Aids from Advertisers**

Have you written for these booklets or samples described in recent advertisements in Sales Management?

**How to Project Sales:** Complete information on a new filmsound lease-purchase plan. Bell & Howell, Dept. SM, 7190 McCormick Rd., Chicago, Ill.

**Market Data:** Industry and product reports: materials handling, boating, weapons, packaging machinery, compressors, potential for batteries, bearings, fasteners. Product Engineering, Marketing Dept. SM, 330 W. 42nd St., New York 36, N.Y.

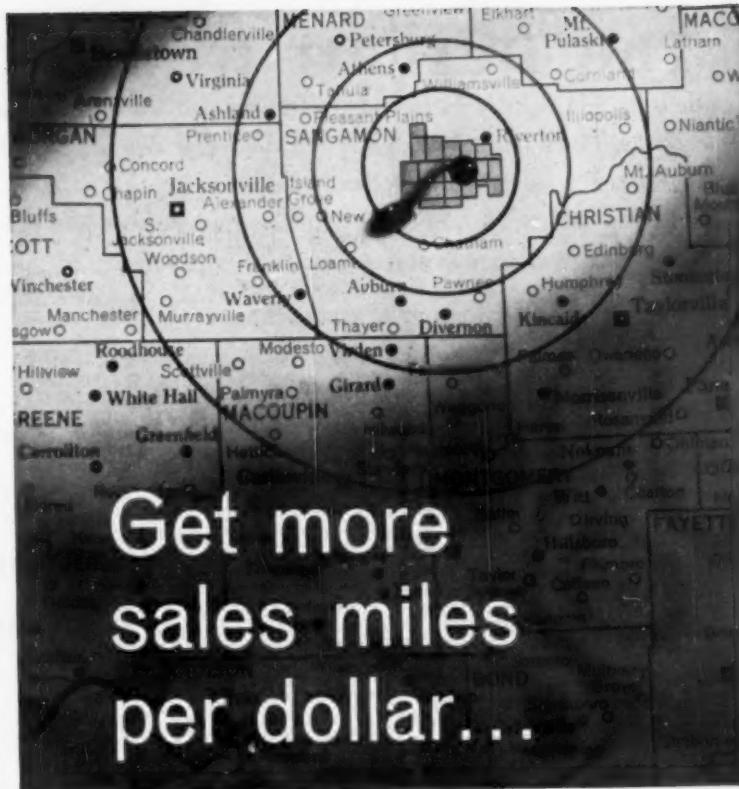
**Top Ten Brands:** Survey report which gives information about the growing Cincinnati market area. Cincinnati Enquirer, Dept. SM, Cincinnati, Ohio.

**Visual Presentations:** How to prepare lecture and advertising slides, film strips, etc. National Studios, Dept. SM, 44 W. 48th St., New York 18, N.Y.

**Idaho:** Complete data on its advantages for industry. Idaho State Department of Commerce and Development, Dept. SM, Room 602A, Capitol Bldg., Boise, Idaho.

**Model T Promotion:** Brochure on how to use a half-scale version of the 1910 Torpedo for promotions that thrill the whole family. McDonough Power Equipment, Inc., Dept. SM, McDonough, Ga.

**Determine Your  
Sales Potentials  
SEE PAGE 130**  
**J. Carvel Lange, Inc.**



## **lease fleetcars from HERTZ**



The unique efficiency of Hertz Car Leasing Service makes it the most economical way to operate your sales car fleet. With no investment on your part, Hertz provides your salesmen with new Chevrolets, Corvairs or other fine cars. Hertz handles all repairs and maintenance. Fleet administrative time is cut to a minimum; accounting problems are reduced to one budgetable check per month. Hertz, America's most experienced car lessor, does all your work.



*For more information, mail this coupon!*

H. F. RYAN, VICE PRES.  
THE HERTZ CORPORATION  
218 S. WABASH AVENUE  
CHICAGO 4, ILLINOIS

Please send me your illustrated booklet, "Who Should Lease Cars . . . and Who Shouldn't."

NAME \_\_\_\_\_  
POSITION \_\_\_\_\_  
COMPANY \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY & STATE \_\_\_\_\_  
NO. OF CARS OPERATED \_\_\_\_\_  
Dept. SM56

# The Detroit News

is Detroit's star salesman ★ More people buy it daily and Sunday in the suburban area and metropolitan area than *any other newspaper*. On Sunday The News has the highest circulation ever reached by a Michigan newspaper! ★ 84% of its total weekday circulation is home-delivered ★ It reaches 300,000 families that read *no other* Detroit newspaper ★ Its readers are those with the greatest spending power in a market with high production, high employment, and the biggest factory paychecks in the nation.

★ Advertising goes where it gets results. That's why The Detroit News leads in every major advertising classification, and carries *more total lineage than both other papers combined* year after year ★ Whether you've got new products to introduce, or established products to promote . . .

**Detroit Means Business—  
Business Means THE NEWS!**



New York Office: Suite 1237, 60 E. 42nd St. • Chicago Office: 435 N. Michigan Ave., Tribune Tower • Pacific Office: 785 Market St., San Francisco • Miami Beach: The Leonard Co., 311 Lincoln Road

# Marketing Outlook for June

By DR. JAY M. GOULD, Research Director  
*Sales Management and Its Survey of Buying Power*

► The Sales Management monthly Index of Business Activity will probably register no more than a 1% gain in June 1960 over last June. Does this mean that the cyclical expansion which began in April 1958 is reaching, or has reached, its peak, and is now tapering off? March figures on employment, construction, steel activity, new orders, etc., tend to support this view; and some observers, therefore, feel that the second half of 1960 may show minus rather than plus signs in comparison with corresponding months.

► But on the other hand, personal income in the first quarter of 1960 is running 5.7% over that of first quarter 1959, with all categories except farmers showing corresponding large gains. Some observers have tried to explain this paradox in terms of

the lag between the generation of income and its expenditure on sales and services.

► Our own explanation is that the first half of 1959 had been raised to artificial heights because of anticipations of the steel strike. Thus the FRB Index of Industrial Output reached the highest 1959 point in June. And it is significant that retail sales in June 1959 were also pretty much at peak levels. Hence, if we can go even higher this June, there appears to be no cause for alarm. In percentages, current levels of business will look even better when compared with levels reached in the second half of 1959. And now that good spring weather has replaced a miserable winter, seasonal boosts to apparel sales, construction and auto sales will sweeten the general business atmosphere.

## 36 Best Markets for June

(Top six cities by population groupings)  
U.S. Index: 100

The following cities have a common denominator. They are expected to exhibit business activity leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. For example, if a city has an index of 106.9 it means that its business activity next month is forecast to lead the national average change by 6.9%. Canadian figures are compared with U.S. Detailed figures are on following pages.

### Cities Over 500,000

San Diego, Cal.	111.7
Philadelphia, Pa.	108.1
Dallas, Tex.	105.1
Detroit, Mich.	105.0
Hempstead Tnshp, N.Y.	104.6
New York, N.Y.	104.6

### Cities 50,000-99,999

Kenosha, Wis.	112.4
Las Vegas, Nev.	111.9
Greenville, S.C.	111.2
Reno, Nev.	111.2
Stamford, Conn.	108.9
Muncie, Ind.	108.4

### Cities 250,000-499,999

Memphis, Tenn.	109.2
Toledo, Ohio	105.5
Newark, N.J.	104.2
Portland, Ore.	103.5
Dayton, Ohio	103.4
Honolulu, Hawaii	102.5

### Cities Under 50,000

Cheyenne, Wyo.	110.4
Rome, N.Y.	109.1
Lafayette, Ind.	108.5
Missoula, Mont.	108.0
Elyria, Ohio	107.8
Sheboygan, Wis.	107.4

### Cities 100,000-249,999

Waterbury, Conn.	117.3
Sacramento, Cal.	112.4
Lubbock, Tex.	111.9
Phoenix, Ariz.	109.9
Fresno, Cal.	108.8
Wilmington, Del.	107.3

### Canada

Hamilton, Ont.	114.8
St. John, N.B.	110.4
Victoria, B.C.	105.8
Calgary, Alberta	105.4
Regina, Sas.	103.5
London, Ont.	102.7

# Preferred (★) Cities for the Month

## The Marketing Value of Preferred Cities

Preferred cities are tabulated monthly as a guide to the marketer on where his sales efforts might pay the greatest dividends. Each city is rated on its current business climate, its magnitude and its quality. Cities marked with a ★ are Preferred Cities of the month. They have a level of activity—compared with the same month in 1959—which equals or exceeds the national change in business activity.

The first column of the accompanying tables indicates the number of months out of the past 24 in which a city has had a star to indicate a better than average performance. When a full 24-month period of back data are not available, the city's record is indicated as follows: 8/11 would mean that a city has had 8 starred months out of the past 11. The 11 indicates the total number of months for which data are available.

The second column indicates the index of change for this month of 1960 versus the corresponding month of 1959.

The third column (the city-national

index) relates the annual change in the index of the city's business activity to that of the U.S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in business activity 6% greater than the U.S. average.

Columns four and five show for each city its Buying Power Index (from the most recent Survey of Buying Power) to indicate magnitude of activity, and its Quality of Marketing Index.

### Suggested Uses

- ★ Special advertising and promotion drives in spot cities.
- ★ Picking cities for test campaigns.
- ★ Revising sales quotas for branches, districts and salesmen.
- ★ Checking actual performances against potentials.
- ★ Basis for letters for stimulating salesmen.
- ★ Forestalling salesmen's alibis.

BUSINESS ACTIVITY FORECAST	No. Months out of Past 24	City Nat'l Index of 1960 vs 1959	City Nat'l Index of 1960 vs 1959	Buying Power Index	Quality Index
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### UNITED STATES

101.0 100.0 100.0000 100

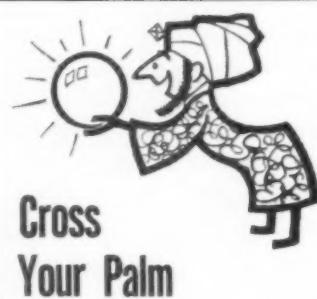
### NEW ENGLAND

#### Cities Over 500,000

★ Boston, Mass. ... 17 101.8 100.8 .5443 127

#### Cities 100,000-249,999

Bridgeport, Conn. 0	100.4	99.4	.1183	121
Hartford, Conn. 1	97.0	96.0	.1487	138
★ New Haven, Conn. 5	102.8	101.8	.1200	126
★ Waterbury, Conn. 12	118.5	117.3	.0757	116
Fall River, Mass. 6	95.7	94.8	.0597	98
★ New Bedford, Mass. 6	104.0	103.0	.0625	102
★ Springfield, Mass. 12	102.8	101.8	.1195	124
Worcester, Mass. 0	100.2	99.2	.1357	113
Pawtucket-Central Falls, R. I. ... 0/20	95.0	94.1	.0613	98
★ Providence, R. I. 12	102.5	101.5	.1512	115



Cross

Your Palm

— with profitable sales in Rhode Island! Where? The \$67-million market of Woonsocket. Your happy medium is The Call, covering 98% of this 64,596 ABC City Zone!

## WOONSOCKET CALL

COVERS RHODE ISLAND'S PLUS MARKET

Representatives:  
Johnson, Kent,  
Gavin & Sinding, Inc.

Affiliated: WWON, WWON-FM



## New London Leads Connecticut in Household Retail Spending

Yes! New London is first among all Connecticut cities of 25,000-or-over population in retail sales per household: an average of \$8922 per year!\*

Channel this buying power to your product! Get 98% coverage of this 61,547 ABC City Zone in The Day, New London's only local daily.

\*SM '59 Survey

## The Day

NEW LONDON, CONNECTICUT

National Representatives:

Johnson, Kent, Gavin & Sinding, Inc.

### ONLY the RECORD and JOURNAL



### COVER

Meriden • Wallingford, Conn.

Here's your prize catch in Connecticut: the big 120,000-customer market in Meriden-Wallingford! Only the Record and Journal give you solid selling coverage, a full 97%. No Hartford or New Haven ABC daily newspaper has more than 400 circulation here.

## The Meriden RECORD and JOURNAL

Meriden • Connecticut  
National Representatives:  
JOHNSON, KENT  
GAVIN & SINDING, INC.

# of June

BUSINESS ACTIVITY FORECAST	No. Months Past 24	City Index of 1960 vs 1959	City Mail Index 1950 vs 1959	Buy-ing Power Index	Qual-i-ty Index
----------------------------	--------------------	----------------------------	------------------------------	---------------------	-----------------

## Cities 50,000-99,999

★ Meriden-Walling-					
ford, Conn. ....	9	101.4	100.4	.0456	118
★ Stamford, Conn. ....	16	110.0	108.9	.0705	139
Lewiston-Auburn,					
Me. ....	7	100.0	99.0	.0422	105
Portland, Me. ....	15	108.5	107.4	.0568	123
Brockton, Mass. ....	20	95.4	94.5	.0419	117
Holyoke, Mass. ....	15	100.8	99.8	.0362	117
Lawrence, Mass. ....	12	99.7	98.7	.0484	116
★ Lowell, Mass. ....	12	101.1	100.1	.0563	104
★ Lynn, Mass. ....	11	102.4	101.4	.0631	111
★ Pittsfield, Mass. ....	16	108.9	107.8	.0385	118
★ Manchester, N. H. ....	12	102.3	101.3	.0543	112
Woonsocket, R. I. ....	16	107.5	106.4	.0304	104

## Cities Under 50,000

★ Middletown, Conn. ....	5	103.5	102.5	.0237	111
New London,					
Conn. ....	12	96.3	95.3	.0268	150
Norwich, Conn. ....	1	98.1	97.1	.0270	116

## THIS Is Eastern Connecticut

49,200 Families

with

**\$207,845,000**

**SALES**

Fringe market? Hardly... with *that* volume. The Norwich Bulletin is the market's only daily — only primary circulation in this big responsive area... with \$4,224 sales per family.

## Norwich Bulletin

DAILY and SUNDAY

NORWICH, CONN.

Week Days	Sundays
27,035	23,063

Represented by  
The Julius Mathews Special Agency, Inc.



# TESTING

**test where it's best...**

## PORTLAND, MAINE

**1** Rated first for testing among U. S. Cities in 75,000 to 150,000 population group!

**6** Rated sixth for testing among all U. S. Cities due to stable economy.

**2** Rated second for testing among all New England cities regardless of population.

Source: SALES MANAGEMENT

3 Little Kittens New Complete Cat Food is the latest in a distinguished line of products to select Portland, Maine as best for the test.

Other products recently tested in Northern New England's No. 1 market are Cornette Margarine, Dawn Soap, Libby's Beef Stew and many others.

Do what others do! Make Portland, Maine your No. 1 test city. Write for details. Then, you'll be sure to select the market that guarantees ideal and economical testing conditions.

**3**  
**Little Kittens**  
NEW COMPLETE  
**Cat**  
**Food**

**Portland, Maine**  
**Newspapers**  
PORTLAND PRESS HERALD EVENING EXPRESS  
SUNDAY TELEGRAM

Represented by:  
Julius Mathews Special Agency, Inc.

# -SM PREFERRED CITIES

BUSINESS ACTIVITY FORECAST	No. * Months out of Past 24	City Index 1960 vs 1959	City Nat'l Index 1960 vs 1959	Buy-ing Power Index	Qual-i-ty Index
Bangor, Me.	13	100.7	99.7	.0267	121
★ Salem, Mass.	21	108.4	107.3	.0303	127
★ Nashua, N. H.	23	103.4	102.4	.0233	113
★ Newport, R. I.	16	103.6	102.6	.0252	100
★ Burlington, Vt.	22	104.8	103.8	.0244	115
Rutland, Vt.	2	96.0	95.0	.0123	117

## MIDDLE ATLANTIC

### Cities Over 500,000

Buffalo, N. Y.	0	95.0	94.1	.3878	113
★ Hempstead Town-ship, N. Y.	24	105.6	104.6	.6118	143
★ New York City	11	105.6	104.6	5.2529	118
★ Philadelphia, Pa.	18	109.2	108.1	1.3512	107
★ Pittsburgh, Pa.	7	103.1	102.1	.4589	117

### Cities 250,000-499,999

Jersey City					
Hoboken, N. J.	14	99.9	98.9	.1992	98
★ Newark, N. J.	16	105.2	104.2	.3117	117
★ Rochester, N. Y.	11	102.3	101.3	.2528	128

### Cities 100,000-249,999

★ Camden, N. J.	16	105.9	104.9	.0818	108
★ Elizabeth, N. J.	17	108.0	106.9	.0775	117

BUSINESS ACTIVITY FORECAST	No. * Months out of Past 24	City Index 1960 vs 1959	City Nat'l Index 1960 vs 1959	Buy-ing Power Index	Qual-i-ty Index	BUSINESS ACTIVITY FORECAST	No. * Months out of Past 24	City Index 1960 vs 1959	City Nat'l Index 1960 vs 1959	Buy-ing Power Index	Qual-i-ty Index
Passaic						★ Poughkeepsie					
Clifton, N. J.	9	97.3	96.3	.1000	126	N. Y.	14	104.7	103.7	.0346	142
Paterson, N. J.	9	97.3	96.3	.1014	122	★ Rome, N. Y.	5	110.2	109.1	.1400	99
Trenton, N. J.	11	99.6	98.6	.1036	134	★ Hazleton, Pa.	2	102.7	101.7	.0207	105
★ Albany, N. Y.	11	106.3	105.2	.1032	125	★ Norristown, Pa.	24	106.4	105.3	.0283	124
Niagara Falls, N.Y.	2	99.5	98.5	.0665	113	Oil City, Pa.	0	96.8	95.8	.0112	98
Syracuse, N. Y.	6	97.2	96.3	.1540	126	Sharon, Pa.	6	106.5	99.5	.0205	131
★ Utica, N. Y.	2	101.5	100.5	.0658	108	Williamsport, Pa.	0	98.0	97.0	.0304	110
★ Allentown, Pa.	11	102.9	101.9	.0816	126						
★ Erie, Pa.	7	107.2	106.1	.0933	111						
Reading, Pa.	0	99.3	98.3	.0767	118						
Scranton, Pa.	5	93.7	92.8	.0720	98						

## You Can't Keep A Good Market Down

**PITTSFIELD**, MASSACHUSETTS business activity index for May is 9.3% above May 1959 — 7.2% above the national gain.

**PITTSFIELD** ranks:

**1st** in New England — cities 50,000 - 100,000 group

**2nd** in New England — cities of all sizes.

You will sell more because **PITTSFIELD'S** families buy more, for example: family food sales are \$1330—\$131 above the state—\$155 above New England and \$348 above the national average.

**The Berkshire Eagle**

**PITTSFIELD, MASSACHUSETTS**

**99.6% coverage of the city and retail trade area**

Represented by The Julius Mathews Special Agency, Inc.

## TOPS IN TEST TOWNS

### ALTOONA "TEST-TOWN" Pennsylvania

"Stands on its Record"

- It's well isolated from other cities.
- It has typical distributive outlets.
- Its citizens have average incomes.
- It has a splendid mixture of industry and farming.
- It has excellent year-round stability and a good record as a test city.
- Also the Altoona Mirror is a cooperative evening newspaper. It completely blankets the market, circulation 33,211 (ABC).

**Altoona Mirror**

RICHARD E. BEELER  
Advertising Manager

# -SM PREFERRED CITIES

BUSINESS ACTIVITY FORECAST	No. Months out of 24	City Index Past vs 1959	City Nat'l Index 1960 vs 1959	Buy-ing Power Index	Qual-ity Index
Evansville, Ind.	0	93.4	92.5	.0877	110
★ Fort Wayne, Ind.	13	103.0	102.0	.1064	122
★ Gary, Ind.	12	103.5	102.5	.1114	110
Hammond-East					
Chicago, Ind.-3/14	100.2	99.2	.1106	114	
South Bend, Ind.	6	96.9	95.9	.0950	125
★ Flint, Mich.	15	102.1	101.1	.1451	128
★ Grand Rapids, Mich.	8	101.3	100.3	.1324	121
★ Lansing, Mich.	7	102.7	101.7	.0913	126
★ Royal Oak-Ferndale, Mich.	3	102.9	101.9	.0749	121
★ Saginaw, Mich.	7	102.1	101.1	.0663	112
★ Canton, Ohio	13	102.4	101.4	.0834	116
Youngstown, Ohio	4	96.8	95.8	.1220	116
Green Bay					
Appleton-Neenah-Menasha, Wis.	4/23	98.3	97.3	.0944	124
★ Madison, Wis.	14	102.8	101.8	.0887	126

## Cities 50,000-99,999

Champaign,

Urbana, Ill.	15	95.7	94.8	.0544	121
Decatur, Ill.	0	95.2	94.3	.0553	125
East St. Louis					
Ill.	3	93.3	92.3	.0539	105

In Business Activity for May  
ROME again sets the Pace

FIRST

- ... in U.S. for Cities under 50,000 population
- ... in N.Y. State for ALL Cities
- ... in Middle Atlantic States for ALL Cities

10th in the Nation for ALL Cities regardless of size

Month after month, the record shows Rome (hub of a \$135 Million market) as one of the nation's top markets. And ABC records show the Daily Sentinel as the only daily covering this half of the Oneida County market.

FULL or Spot Color Available DAILY  
Now Over 18,500 Daily—ABC

Rome Daily Sentinel

Call, wire or write  
W. S. DeHimer, Adv. Dir.,  
for Merchandising Cooperation, Surveys  
or Additional Market Information

BUSINESS ACTIVITY FORECAST	No. Months out of 24	City Index Past vs 1959	City Nat'l Index 1960 vs 1959	Buy-ing Power Index	Qual-ity Index
----------------------------	----------------------	-------------------------	-------------------------------	---------------------	----------------

Springfield, Ill.	15	95.3	94.4	.0674	132
★ Muncie, Ind.	10	109.5	108.4	.0435	117
★ Terre Haute, Ind.	4	103.5	102.5	.0484	116
Battle Creek, Mich.	9	95.3	94.4	.0380	124
★ Bay City, Mich.	1	101.9	100.9	.0367	112
★ Jackson, Mich.	11	104.9	103.9	.0405	130
Kalamazoo, Mich.	10	92.7	91.8	.0635	137
★ Muskegon, Mich.	7	107.0	105.9	.0358	123
★ Pontiac, Mich.	7	102.3	101.3	.0573	117
★ Hamilton, Ohio	11	101.6	100.6	.0451	113
Lima, Ohio	0	100.1	99.1	.0387	121
★ Lorain, Ohio	13	103.9	102.9	.0381	113
★ Mansfield, Ohio	11	103.8	102.8	.0409	136
Springfield, Ohio	10	96.9	95.9	.0737	146
★ Warren, Ohio	8	101.6	100.6	.0410	122
★ Beloit-Janesville, Wis.	5	108.1	107.0	.0449	119
★ Kenosha, Wis.	14	113.5	112.4	.0386	111
La Crosse, Wis.	12	99.5	98.4	.0338	116
★ Racine, Wis.	9	105.2	104.2	.0550	114

## Cities Under 50,000

Bloomington, Ill.	14	93.7	92.8	.0276	133
Danville, Ill.	0	95.0	94.1	.0295	124
★ Lafayette, Ind.	19	109.6	108.5	.0521	102
Port Huron, Mich.	8	98.1	97.1	.0261	120



**WHBF**  
RADIO and TELEVISION



## The pick for profits

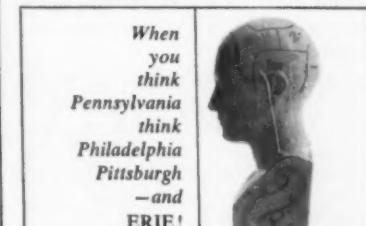
Once again Sales Management picks Erie, Pa., as a preferred city in potential sales activity (details in this section). Specifically, the forecast for June, 1960, ranks Erie: ■ 8th in entire U.S. among cities 100-250,000 population ■ 2nd in Middle Atlantic States among cities 100-250,000 population ■ 4th in Middle Atlantic States among cities of all sizes. And . . . ■ Employment hit a two-year high during 1959 ■ Average earnings of industrial employees are 2nd among Pennsylvania markets<sup>2</sup> ■ More households fall among top three income brackets than in any other Pennsylvania city of 100,000-plus population.<sup>3</sup> This is a city—3rd in Pennsylvania and, for many advertisers, 5th in "upstate" New York<sup>4</sup>—where the climate for profits couldn't be better. To make them your profits—by converting sales potential into sales volume—call on The Erie Times & News.

1. U. S. Employment Service.

2. Pennsylvania Bureau of Employment Security, Jan., 1960.

3. 1960 Sales Management Survey of Buying Power.

4. A study of distribution patterns shows Erie frequently considered an integral part of Western New York, inseparably linked, for marketing purposes, with Buffalo and Rochester.



**The Erie Times**  
**The Erie News**  
**The Erie Times-News**  
— Represented by The Katz Agency, Inc.

# -SM PREFERRED CITIES

BUSINESS ACTIVITY FORECAST	No. Months Past 24	City out Index 1960	City Nat'l Index 1960	Buy- ing Power vs 1950	Qual- ity Index
----------------------------	--------------------	---------------------	-----------------------	------------------------	-----------------

★ Elyria, Ohio	... 10	108.9	107.8	.0265	115
Middleton, Ohio	14	99.4	98.4	.0301	115
Portsmouth, Ohio	6	100.7	99.7	.0262	107
★ Steubenville, Ohio	... 2	103.6	102.6	.0294	140
★ Zanesville, Ohio	... 6	102.9	101.9	.0280	109
★ Oshkosh, Wis.	... 11	104.2	105.2	.0584	98
★ Sheboygan, Wis.	... 9	106.5	107.4	.0301	109
Superior, Wis.	... 0	95.5	94.6	.0206	100

## WEST NORTH CENTRAL

### Cities Over 500,000

Minneapolis, Minn.	... 14	98.8	97.8	.3928	123
Kansas City, Mo.	14	97.0	96.0	.3740	126
★ St. Louis, Mo.	... 2	101.7	100.7	.5536	111

### Cities 250,000-499,999

Wichita, Kan.	... 10	94.0	93.1	.1644	115
St. Paul, Minn.	... 14	100.0	99.0	.2272	116
Omaha, Neb.	... 15	95.1	94.2	.1995	115

### Cities 100,000-249,999

Des Moines, Iowa	12	99.3	98.3	.1467	121
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# ELYRIA

*Ohio at Its  
B E S T*

Elyria continues to live up to its reputation as Ohio's pacesetting market. With a 5.7% margin above the national trend, it leads every Preferred City in the state . . . is 3rd among all East North Central cities under 50M . . . and 6th in this entire region among all cities large and small.

By whatever yardstick you use, Elyria stands out as a top-choice market—with big sales volume now . . . and growing by leaps and bounds. The Chronicle-Telegram delivers the lion's share of the metropolitan area's \$197,916,000 sales.

## Chronicle-Telegram "THE FAMILY NEWSPAPER"

**ELYRIA, OHIO**

Circulation 24,440 ABC 4/30/59

DOUBLE the Number of City Families

Represented by

The Julius Mathews Special Agency, Inc.

BUSINESS ACTIVITY FORECAST	No. Months Past 24	City out Index 1960	City Nat'l Index 1960	Buy- ing Power vs 1950	Qual- ity Index
----------------------------	--------------------	---------------------	-----------------------	------------------------	-----------------

Kansas City, Kan.	9	93.9	93.0	.0740	99
★ Topeka, Kan.	... 11	103.9	102.9	.0699	108
Duluth, Minn.	... 0	94.0	93.1	.0687	109
Springfield, Mo.	... 22	99.0	98.0	.0598	102
Lincoln, Neb.	... 13	100.6	99.6	.0849	115

### Cities 50,000-99,999

Cedar Rapids, Iowa	... 16	98.6	97.6	.0605	123
Davenport, Iowa	... 13	100.4	99.4	.0616	118
Dubuque, Iowa	... 16	98.7	97.7	.0372	109
Sioux City, Iowa	... 15	94.5	93.6	.0630	115
Waterloo, Iowa	... 11	97.0	95.8	.0525	114
St. Joseph, Mo.	... 13	95.2	94.3	.0522	100
Sioux Falls, S. D.	20	98.9	97.9	.0436	116

### Cities Under 50,000

Hutchinson, Kan.	15	97.9	96.9	.0248	116
Joplin, Mo.	... 3	92.7	91.8	.0271	111
Fargo, N. D.	... 16	93.7	92.8	.0333	123
★ Aberdeen, S. D.	... 5	101.6	100.6	.0165	117
★ Rapid City, S. D.	24	103.2	102.2	.0277	116

## SOUTH ATLANTIC

### Cities Over 500,000

★ Washington, D. C.	16	103.6	102.6	.5873	125
★ Atlanta, Ga.	... 24	101.8	100.8	.3539	121
Baltimore, Md.	... 0	99.2	98.2	.6221	110

### Cities 250,000-499,999

★ Miami, Fla.	... 24	102.0	101.0	.2555	149
Tampa, Fla.	... 22	99.2	98.2	.1639	108
Norfolk, Va.	... 0	100.5	99.5	.1859	106

### Cities 100,000-249,999

★ Wilmington, Del.	22	108.4	107.3	.1016	154
★ Jacksonville, Fla.	19	101.5	100.5	.1694	126
St. Petersburg, Fla.	... 16	98.5	97.5	.1181	119
★ Augusta, Ga.	... 16	106.1	105.0	.0589	102
Columbus, Ga.	... 0	99.1	98.1	.0706	95
Savannah, Ga.	... 19	97.8	96.8	.0785	98
★ Charlotte, N. C.	22	101.6	100.6	.1150	121
★ Greensboro, N. C.	24	101.3	100.3	.0859	123
★ Winston-Salem, N. C.	19	105.2	104.2	.0721	111
★ Columbia, S. C.	12	101.5	100.5	.0672	106

### Cities 50,000-99,999

★ Fort Lauderdale, Fla.	24	105.8	104.8	.0716	136
★ Orlando, Fla.	... 24	106.7	107.6	.0779	152
Pensacola, Fla.	... 1	97.7	96.7	.0414	136
Macon, Ga.	... 17	96.2	95.2	.0547	110
Asheville, N. C.	... 5	96.7	95.7	.0400	120
Durham, N. C.	... 11	97.1	96.1	.0509	101
Raleigh, N. C.	... 11	100.4	99.4	.0568	115
Wilmington, N. C.	6	98.0	97.0	.0302	96

BUSINESS ACTIVITY FORECAST	No. Months Past 24	City out Index 1960	City Nat'l Index 1960	Buy- ing Power vs 1959	Qual- ity Index
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★ Charleston, S. C.	21	106.8	105.7	.0459	112
★ Greenville, S. C.	16	112.3	111.2	.0502	126
Danville, Va.	... 2	96.7	95.7	.0283	98
★ Lynchburg, Va.	... 18	101.1	100.1	.0312	102
Portsmouth, Va.	... 14	100.4	99.4	.0541	99
Charleston, W. Va.	... 5	100.2	99.2	.0730	128
Huntington, W. Va.	... 0	97.7	96.7	.0584	110
Wheeling, W. Va.	0	95.6	94.7	.0439	118

### Cities Under 50,000

Albany, Ga.	... 15	89.3	88.4	.0262	97
Cumberland, Md.	4	100.1	99.1	.0263	119
Hagerstown, Md.	... 5	95.4	94.5	.0315	138
High Point, N. C.	24	104.5	103.5	.0298	110
★ Salisbury, N. C.	12	102.1	101.1	.0174	135
★ Spartanburg, S. C.	16	104.6	103.6	.0265	112
Charlottesville, Va.	... 0	96.2	95.2	.0201	116

## EAST SOUTH CENTRAL

### Cities 250,000-500,000

Birmingham, Ala.	11	96.8	95.8	.2152	103
------------------	----	------	------	-------	-----

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NATIONAL REPRESENTATIVES

FOR JOE-TV, INC.

# -SM PREFERRED CITIES

BUSINESS ACTIVITY FORECAST	No. Months out of Past 24	City Index 1960 vs 1959	City Nat'l Index 1960	Buy- ing Power Index	Qual- ity Index
----------------------------	---------------------------	-------------------------	-----------------------	----------------------	-----------------

Louisville, Ky. ... 2 95.4 94.5 .2558 107  
 ★ Memphis, Tenn. ... 8 110.3 109.2 .2892 102

## Cities 100,000-249,999

★ Mobile, Ala. ... 9 101.5 100.5 .1431 89  
 Montgomery, Ala. 17 95.5 94.6 .0785 105  
 ★ Jackson, Miss. ... 19 101.0 100.0 .0699 95  
 Chattanooga, Tenn. ... 19 100.2 99.2 .0924 102  
 Knoxville, Tenn. ... 2 98.0 97.0 .0854 113  
 Nashville, Tenn. ... 16 94.5 93.6 .1271 121

## Cities 50,000-99,999

Florence-Sheffield-Tuscumbia, Ala. 10 98.2 97.2 .0359 99  
 Gadsden, Ala. ... 9 93.7 92.8 .0355 89  
 ★ Lexington, Ky. ... 15 107.1 106.0 .0457 123  
 Meridian, Miss. ... 20 96.5 95.5 .0253 86

## Cities Under 50,000

★ Paducah, Ky. ... 7 101.6 100.6 .0261 96

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STATE-TIMES

AND

MORNING ADVOCATE

Represented by the John Budd Company

BUSINESS ACTIVITY FORECAST	No. Months out of Past 24	City Index 1960 vs 1959	City Nat'l Index 1960	Buy- ing Power Index	Qual- ity Index
----------------------------	---------------------------	-------------------------	-----------------------	----------------------	-----------------

## WEST SOUTH CENTRAL

### Cities Over 500,000

New Orleans, La. 0 97.9 96.9 .3688 98  
 ★ Dallas, Tex. ... 21 106.2 105.1 .4663 122  
 Houston, Tex. ... 0 100.2 99.2 .5855 111  
 ★ San Antonio, Tex. 19 101.2 100.2 .2858 88

### Cities 250,000-500,000

Oklahoma City, Okla. ... 4 99.6 98.6 .1972 115  
 Tulsa, Okla. ... 0 95.1 94.2 .1761 116  
 El Paso, Tex. ... 19 98.5 97.5 .1439 96  
 Fort Worth, Tex. 13 95.3 94.4 .2551 112

### Cities 100,000-249,999

Little Rock-North Little Rock, Ark. ... 18 96.8 95.8 .1115 101  
 Baton Rouge, La. 20 100.0 99.0 .1098 116  
 ★ Shreveport, La. ... 13 102.3 101.3 .1096 102  
 Amarillo, Tex. ... 24 99.6 98.6 .0917 115  
 ★ Austin, Tex. ... 24 104.5 103.5 .1068 96  
 Beaumont, Tex. ... 2 96.8 95.8 .0751 107  
 Corpus Christi, Tex. ... 0 94.7 93.8 .1030 103  
 ★ Lubbock, Tex. ... 24 113.0 111.9 .0920 111  
 ★ Waco, Tex. ... 22 102.8 101.8 .0609 100

### Cities 50,000-99,999

Ft. Smith, Ark. ... 12 93.7 92.8 .0341 135  
 Lake Charles, La. 11 91.6 90.7 .0430 106  
 ★ Monroe-West Monroe, La. ... 8 104.2 103.2 .0416 109  
 Abilene, Tex. ... 18 97.8 96.8 .0432 108  
 Galveston, Tex. ... 0 98.3 97.3 .0434 103  
 ★ Laredo, Tex. ... 10 101.4 100.4 .0257 67  
 Port Arthur, Tex. 5 97.8 96.8 .0419 113  
 San Angelo, Tex. 9 95.2 94.3 .0413 104  
 Texarkana, Tex. & Ark. ... 1 98.0 97.0 .0289 98  
 Tyler, Tex. ... 0 93.0 92.1 .0354 106  
 Wichita Falls, Tex. ... 20 99.9 98.9 .0596 107

### Cities Under 50,000

★ Bartlesville, Okla. 1 101.6 100.6 .0194 114  
 Muskogee, Okla. ... 13 90.2 89.3 .0230 98

## MOUNTAIN

### Cities Over 500,000

★ Denver, Colo. ... 17 101.0 100.0 .3725 124

### Cities 100,000-249,999

★ Phoenix, Ariz. 24 111.0 109.9 .1733 126  
 ★ Tucson, Ariz. ... 24 102.4 101.4 .0837 133  
 Albuquerque, N. M. ... 24 100.1 99.1 .1248 112  
 ★ Salt Lake City, Utah ... 10 104.3 103.3 .1498 116

### Cities 50,000-99,999

Colorado Springs, Colo. ... 19 93.4 92.5 .0565 134  
 Pueblo, Colo. ... 7 95.5 94.6 .0554 97

BUSINESS ACTIVITY FORECAST	No. Months out of Past 24	City Index 1960 vs 1959	City Nat'l Index 1960	Buy- ing Power Index	Qual- ity Index
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Great Falls, Mont. 12 94.5 93.6 .0371 123  
 ★ Las Vegas, Nev. ... 17 113.0 111.9 .0480 153  
 ★ Reno, Nev. ... 24 112.3 111.2 .0465 151  
 Ogden, Utah ... 10 95.6 94.7 .0411 105

## Cities Under 50,000

Boise, Idaho ... 18 95.8 94.9 .0319 163  
 Billings, Mont. ... 15 96.0 95.0 .0332 138  
 Butte, Mont. ... 0 89.0 88.1 .0256 121  
 ★ Missoula, Mont. ... 14/19 109.1 108.0 .0184 117  
 Casper, Wyo. ... 6 95.1 94.2 .0287 141  
 ★ Cheyenne, Wyo. ... 24 111.5 110.4 .0250 115

## PACIFIC

### Cities Over 500,000

Los Angeles, Cal. 18 95.5 94.6 1.1731 125  
 ★ San Diego, Cal. ... 24 112.8 111.7 .3529 118  
 ★ San Francisco, Cal. ... 11 102.8 101.8 .6070 132  
 ★ Seattle, Wash. ... 18 104.0 103.0 .4301 128

### Cities 250,000-499,999

Long Beach, Cal. 0 94.1 93.2 .2396 130  
 Oakland, Cal. ... 13 98.0 97.0 .3005 126  
 ★ Honolulu, Hawaii 24 103.5 102.5 .1848 99  
 ★ Portland, Ore. ... 19 104.5 103.5 .2863 121

### Cities 100,000-249,999

Berkley, Cal. ... 10 100.5 99.5 .0864 125  
 ★ Fresno, Cal. ... 19 109.9 108.8 .1032 146  
 ★ Pasadena, Cal. ... 10 103.7 102.7 .1023 146  
 ★ Sacramento, Cal. ... 17 113.5 112.4 .1561 159  
 ★ San Jose, Cal. ... 23 104.1 103.1 .1235 134  
 Spokane, Wash. ... 0 99.2 98.2 .1281 117  
 Tacoma, Wash. ... 11 98.9 97.9 .1034 113

### Cities 50,000-99,999

★ Bakersfield, Cal. ... 16 104.0 103.0 .0582 188  
 ★ Riverside, Cal. ... 15 104.6 103.6 .0546 116  
 San Bernardino, Cal. ... 11 93.3 92.4 .0703 135  
 ★ Santa Ana, Cal. 24 107.2 106.1 .0613 143  
 ★ Santa Barbara, Cal. ... 16 105.2 104.2 .0438 134  
 Stockton, Cal. ... 14 100.4 99.4 .0654 133

### Cities Under 50,000

★ Santa Rosa, Cal. ... 21/22 104.8 103.8 .0274 142  
 ★ Ventura, Cal. ... 22 101.1 100.1 .0236 159  
 ★ Eugene, Ore. ... 19 107.3 106.2 .0365 134  
 Salem, Ore. ... 16 95.1 94.2 .0335 123  
 Bellingham, Wash. 3 97.6 96.6 .0210 100  
 Everett, Wash. ... 22 100.2 99.2 .0259 129  
 Yakima, Wash. ... 12 95.8 94.9 .0344 128

## CANADA

101.0 100.0 100.0000 100

### Alberta

★ Calgary ... 7 106.5 105.4 1.4797 126  
 ★ Edmonton ... 12 101.2 100.2 1.7691 116

## -SM PREFERRED CITIES

BUSINESS ACTIVITY FORECAST	No. Months out of Past 24	City out of 1959	City Nat'l Index 1950 vs 1959	Buy- ing Power Index	Qual- ity Index
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### CANADA (continued)

#### British Columbia

Vancouver	8	100.8	99.8	3.3193	148
★ Victoria	13	106.9	105.8	.5237	154

#### Manitoba

★ Winnipeg	22	102.5	101.5	1.3669	129
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#### New Brunswick

★ Saint John	13	111.5	110.4	.3383	110
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#### Nova Scotia

★ Halifax	14	103.4	102.4	.6482	115
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#### Ontario

★ Hamilton	11	115.9	114.8	1.8439	126
★ London	21	103.7	102.7	.8496	142
Ottawa	22	97.4	96.4	1.7926	135
Toronto	24	100.8	99.8	6.7372	174
★ Windsor	10	102.6	101.6	.9242	131

#### Quebec

★ Montreal	15	103.4	102.4	7.5667	114
★ Quebec	12	101.7	100.7	1.1076	110

#### Saskatchewan

★ Regina	11	104.5	103.5	.8007	141
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## -SM MARKETS TO WATCH

**GEORGIA:** Located in the heart of the dynamic Southeast, an area which only a few years ago was ranked as the nation's major economic problem, its claim to one of the fastest-growing markets in the nation and its assurance of a greater potential are supported by personal income gains during recent years. An increase of 436% in total personal income during 1940-1959 exceeds the nation's record for the same period by 82%.

In 1950, Georgia's population was 3.44 million, which represented an increase of 10.3% over the 1940 Census. Estimated population as of Jan. 1, 1960, was 3.98 million, a 14.2% change over 1950. In 1959, southern states produced only about 22% of the nation's manufactured products, which is much less than their proportion of land area and population. The South, however, is growing faster in manufacturing production than the U.S. as a whole, and Georgia leads the Southeast in industrial growth. Since the beginning of World War II, Georgia's output has increased six times in value; that of the South, five times; that of the U.S., 4.5 times. The textile industry is Georgia's oldest and largest industry, with sales in 1958 amounting to \$1,082,000,000. Other major manufactured products and their 1958 sales include: food products, \$1,077,000,000; transportation equipment, \$437 million; lumber, \$246 million; apparel, \$328 million.

Spurred on by the industrial growth of the area, Georgia's business activity also continues to boom. In 1958, nearly 2,500 business firms were incorporated to operate in the state. Retail sales for the year passed the \$4.5 billion mark, with sales in the Metropolitan Atlanta Area alone amounting to more than \$1.5 billion. The many new industrial plants and business firms, creating new jobs and

bringing more money into the area, are vastly improving the standard of living. Total personal income increased 410% during the period 1940-1958, exceeding the national increase for the same period by 70%. Agricultural income has increased 39% over the past ten years, while the national average has increased less than 11%. Total cash farm income in 1958 (excluding home consumption and Government payments) was \$721 million.

**FARMERS:** Despite the fact that farm produce and farm income have been on the decline recently, farmers continue to be increasingly important as an industrial market. This contradictory situation has come about by the changing economics of conducting farm operations. The small farm has become less efficient as an economic unit and is being replaced by large farms on which mass-production machines are used economically.

Agricultural machines to replace scarce hand labor are a profitable segment of industry in general. According to the Bureau of Business Conditions, a division of the Alexander Hamilton Institute, there is a substantial market for the chemical and grain-refining industry as a result of the demand by modern farm operators for chemicals, fertilizers and animal feeds. Another industry benefiting from the farm market is the petroleum industry. It is estimated that farmers spend around \$1.5 billion on oil products each year to keep their cars, trucks and tractors running (estimated to be 12.5 million), making them the petroleum industry's largest single customer. It is estimated that farmers' investment in machinery is twice that of the entire steel industry and five times that of the automotive industry—and the saturation point for machinery is far from being reached.

Over 600,000 Adult buyers in the Toronto A.B.C. City and Retail Trading Zone read the **TORONTO DAILY STAR** 80 King Street West, Toronto In the United States: Ward Griffith & Co. Inc. Geunae Research Survey 5-260

### Does Your Regional Sales Office Sell for You?

Modern sales offices can combine functional design, artistic appeal and strategic location to represent a lasting, good advertisement for a company. If you have a regional or branch sales office (not a factory) that meets these specifications, won't you send us glossy photographs of the exterior along with a short description? The outstanding examples of regional offices with a built-in "sell" will be presented in a picture feature in a future issue.

The Editors



*"Are you selling something?"*

If you are (and who isn't), you have problems.

Maybe you need forecasts of industry or company sales, some help in setting sales quotas, or perhaps you need to know the best locations for new retail outlets. Whatever the problem may be, the chances are that Market Statistics, Inc., which does the estimating and researching for Sales Management's authoritative Survey of Buying Power, can help you. In many cases, we already have the answers and when we don't we can get them, whether it be smoothing out the weak spots in your distribution, where to pick a new distributor, or determine your share of the total market.

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Sales Management May 6, 1960 129



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## EXECUTIVE SHIFTS IN THE SALES WORLD

Allis-Chalmers Mfg. Co., Milwaukee — M. M. York appointed marketing manager, Industrial Equipment Division. He has filled various executive posts with the company since 1939.

Beckman Instruments, Inc., Fullerton, Cal. — William I. Slee named eastern sales manager, Scientific & Process Instruments Division, with headquarters at Mountainside, N. J. He joined Beckman in 1956.

Bell & Gossett Co., Morton Grove, Ill. — Alfred B. Meeg, sales manager, promoted to vice president, sales. He has been with the firm since 1949.

Bendix Aviation Corp., Hamilton, Ohio — W. F. Jenkins appointed sales manager of the Hamilton Division. Prior to joining the division last year he was with Canadair, Ltd.

Fairbanks, Morse & Co., Chicago — Stanley E. Wolkenheim appointed vice president, marketing. He had been vice president of the A. O. Smith Corp. since 1957.

International Paper Co., New York — J. L. DeRose named sales manager of the new Paper-Plastics Sales Division. He has been with International since 1952.

National Key Co., Cleveland — Roy B. Unger named general sales manager. Formerly he was general sales manager of Sealy Mattress Co.

Nationwide Leasing Co., Chicago — Karl J. Berliant promoted from assistant to the president to sales director.

Noxema Chemical Co., Baltimore — Deo D. Dunham elected vice president and sales manager. He joined Noxema in 1949, and has been assistant sales manager since 1956.

Outboard Marine Corp., Waukegan, Ill. — Frank S. Fenton, division manager of Pioneer Saws, appointed to additional duties as marketing director of the new OMC Engines and Equipment Division.

Pioneer Industries, Inc., Darby, Pa. — Louis A. Goldstein heads the new Brighton Division for industrial gifts, sales incentives, and packaging programs, with headquarters in New York. He was formerly a principal of U. S. Luggage and Leather Products Co.

Rogers Corp., Rogers, Conn. — Norman L. Greenman elected vice president, marketing. He has been with Rogers since 1948, most recently as marketing director.

Geo. D. Roper Corp., Kankakee, Ill. — W. J. Foster named vice president and sales director. He has been with the company for more than 30 years.

Rotolite Sales Corp., Stirling, N. J. — Luke A. Nelligan appointed sales manager. Previously he was assistant sales manager of a Remington Rand division.

Stein Bros. Mfg. Co., Chicago — William Gerald Herkes appointed sales manager. He has been eastern sales manager of Englander Mfg. Co.

Stokely-Van Camp, Inc., Indianapolis — Henry R. Warren, Jr., promoted from general sales manager to vice president and marketing director. He has been in the sales department since 1947 in various posts.

## Determine Your Sales Potentials

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ADMINISTRATIVE ASSISTANT	
Edward S. Hoffman	
Asst. to Vice President, Sales Cecelia Santoro	
ADV. SERVICE MANAGER	
Madeleine Singleton	
PRODUCTION MANAGER	
Virginia New	

### DIVISION SALES MANAGERS

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Robert B. Hicks, Dan Callanan, F. C. Kendall, Ormond Black,	
630 Third Ave., New York 17, N. Y., YUKON 6-4800.	

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Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODLAND 2-3612, Pacific Coast Manager; Northern California, Washington and Oregon, M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., DUNKirk 8-6178; or 681 Market St., San Francisco 5, Cal., EXbrook 2-3365.	
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# —SM— CALL REPORT

## Canned Annual Report

American Can Co. has followed the advice it gives its customers: Use interest-compelling containers at the point of purchase.

The company has just sent out, to 96,000 stockholders, the annual report—encased in its new biscuit-dough can. It's equipped with a pull string, just like the container containing biscuits. The container is twisted slightly after the string is pulled and—voilà!—out pops the annual report.

American Can feels it killed two birds with a single stone: Stockholder surveys have shown that as many as one-third of annual report envelopes are never opened. The company wanted to be sure its report was. And it thought its stockholders ought to know about its newest package.



## Statistics

One of our editors likes off-beat facts and figures about the automobile industry. Now he's fascinated with the part rubber plays in building cars and keeping them running. Says he: "There are 500 other (other than tires) parts in a motor car. Sales volume of such a major tire maker as Goodyear is now 40% non-rubber." But, he discovered after plumbing things, tires still mean more motor car dollar volume than all other items sold to that industry—combined.

He ruminates about the air-sustained and air-propelled cars that are supposed soon to get off the ground, in volume. "The tire makers won't exactly go down the drain when the public has no more need for wheels."

## John Barleycorn

The Anderson County Distilling Co., which does business from Kentucky, was almost inundated with mail recently. Everybody seemed to be ordering the distiller's whisky. Trouble was they wanted to pay for it at 1895 rates!

What happened was that a recent issue of Coronet reprinted an ad from a book called "Those Were the Good Old Days." The ad offered "one gallon of pure whisky delivered direct from the distillery to your door in an unmarked, sealed box for \$2.90."

Came the avalanche in Kentucky. One man wrote from Ohio that he could use "five or ten gallons a week." More than 50 letters were opened by the company in a single day before the mistake was discovered. Company officials had to notify the post office not to deliver any more.

## ... But Papa Pays

You're well into middle age if you can remember when a teenager's dream was a secondhand Model T. You're even older than you think if you aren't aware that teen-agers have raised their sights—considerably! Three big advertisers, American Viscose, Studebaker-Packard and R & M Kaufmann, Inc., have joined forces in a current ad campaign in Seventeen magazine, the sole purpose of which is to play on Teena's appetite for the better things of life. Using Vicki Vaughn fashions, made of Avron, the 3-way stretch campaign uses the theme, "Love That Lark Look." Says Stewart Brown, ad manager of American Viscose: "The [teen-age] market totals 9 million young women under 20, worth \$4.5 billion in sales."

And he's backed up by Jim Orr, director of advertising and merchandising for Lark. Adds Orr: "Teen-agers represent a long-term market for the future. ... We know that nearly 3 million of America's 9 million teen

girls drive a car; 5 million have all or some influence in selecting the family car. Nearly 500,000 drive their own cars."

## Blue Sky Stuff

The junior member of our editorial staff had better curb his imagination or he'll go far. He became intrigued when a telecast of the winter Olympics mentioned that the Renault Dauphine was billed as the "official car" of the 1960 winter games. Later he was informed that Listerine was being advertised as the official mouthwash.

Off went our lad's imagination, toying with the great promise the 1960 summer Olympics holds for American marketers.

He suggests these possibilities:

... Ronsonol as the official fluid for the torch.

... Chef Boy-Ar-Dee as official spaghetti (the games will be held in Italy).

... Weyerhaeuser for the official saw dust in the jumping pit.

... Arrid as the official preventer of uniform rot.

... And Wheaties as the official breakfast of champions.



## Latest in Salesmanship

Our managing editor came back from the 4A convention in Boca Raton with a peeling tan and a new story. He calls it "the ultimate in salesmanship." It seems an intrepid salesman in the West Virginia hills sold two milking machines to a small farmer. Then he took the farmer's only cow as down payment.



**COME IN, THE ICE IS FINE.** But what if your package can't take it? The question of temperature and humidity extremes is but one of many considered by CCA packaging engineers before they design the most efficient package for a specific job. Your product may never require direct icing, but the package for your product will reflect this kind of advance planning. To pack it—move it—sell it is the business of CCA packaging.



**CONTAINER CORPORATION OF AMERICA**

Chicago 3...and all key marketing areas. Folding Cartons, Shipping Containers, Sefton Fibre Cans, Molded Plastic Products

# Media's Law:

To a seller of swim fins, the pulling power of an advertising medium is equal to the number of swim fins sold.

To media men, pulling power is influenced by several inter-related factors.

The law or formula looks like this:

$$\begin{bmatrix} \text{Pulling Power} \\ = \\ \text{Circulation Volume} \\ \times \\ \text{Editorial Vitality} \\ \times \\ \text{Reader Confidence} \end{bmatrix}$$

The larger measure of these ingredients in the Chicago Tribune accounts for the greater results produced for advertisers.

The Chicago Tribune, with a circulation 1½ times that of any other Chicago newspaper, out-pulls the other papers by at least 3 to 1 and as much as 15 to 1.

More Chicago families read the Tribune than the top five weekly magazines combined; more than six times as many Chicagoans turn its pages as turn on the average evening TV show!

**Chicago Tribune**

